



Downtown Development Districts

FY19 Application for Designation as a District

Application Cover Sheet and Check List

Must be completed by applicants with FY16 application on file

Jurisdiction Name:

Delaware City

Date of Application 05/15/2019

Date Received _____

Check List for Application Materials

- ☒ Application Cover Sheet and Check List.
- ☒ Information Sheet.
- ☒ Administration of the District summary.
- ☒ Map of the Proposed District (GIS files encouraged).
- ☒ Map of Future Land Use in Proposed District (GIS files encouraged)
- ☒ Map of Zoning in Proposed District (GIS files encouraged)
- ☒ Summary of Need and Impact (with attachments).
- ☒ Summary of District Plan (with attachments).
- ☒ Written Documentation from Supporting Organizations (attachments).
- ☒ Summary of Local Incentives (with attachments).
- ☒ Legislative Body Resolution (attachment).
- ☒ Attended DDD Pre-Application Workshop.

Name of attendee Ross McGinn



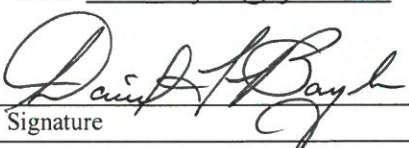
Downtown Development Districts

FY19 Application for Designation as a District

Information Sheet

Must be completed by applicants with FY16 application on file

Municipality / County: Delaware City

Contact Person for Application	
Name: <u>David Baylor (Acting City Manager)</u>	
Address: <u>407 Clinton Street</u>	
Phone: <u>302-834-4573</u>	
Email: <u>david.baylor@cj.state.de</u>	
 Signature	<u>5/14/2019</u> Date

Proposed District Administrator (if different)	
Name: _____	
Address: _____	
Phone: _____	
Email: _____	
Signature	Date

- ☒ New Application, never applied for DDD designation before.
- ☐ 2016 Application on file, please review with the addition of required information materials included in this application form and supplemental information attached.
- ☐ 2016 Application on file. Please disregard it and review this entirely new application.

Date of certified Comprehensive Plan December 2009

Population of the municipality or county (as per 2010 US Census) 1,695

Population of proposed District (based on 2010 US Census Block data) 740

Area of proposed District in acres 85

Area Verified by OSPC Staff _____

OSPC use only



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Brief description of the proposed Downtown Development District (100 words or less)

Note: this description will be used as a summary for internal review and in printed materials

The Delaware City Downtown Development District is a gridded network of residential streets centering around an historic river port and mixed-use commercial business district. The District is in a prime location, situated between the Delaware River, the Route 9 Bayshore Byway, and the Chesapeake and Delaware Canal / Mike Castle Trail. State designation will enable the City to leverage resources towards preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown, and becoming a regional hub for community events, eco-tourism, history and the arts. The City specifically aims to improve vitality of local businesses, stimulate job growth, and improve housing conditions and opportunities for current and future residents.

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Administration of the District

10%

Must be completed by applicants with FY16 application on file

District Administrator: An individual appointed by the local elected body to be the administrator of the DDD program for that community. The District Administrator will be the chief point of contact for the District and will be responsible for all record keeping and reporting that are required by the program. The District Administrator will supervise and ultimately be responsible for all tasks involved in implementing the local government's DDD program. The District Administrator must be a local government staff person, or an elected or appointed official of the local government. See the *DDD Program Guidelines* for more information about the role of the District Administrator.

Name of the District Administrator

David Baylor

Title of District Administrator

Acting City Manager

☒ By checking here the applicant acknowledges that the District Administrator will be formally appointed by the local elected body within two months of District designation. By checking here the applicant also acknowledges that in the event of a personnel change in the District Administrator role the Office of State Planning Coordination will be notified as soon as is practical, and the new District Administrator will be formally appointed by the local elected body within two months.



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Administration of the District - continued

10%

Please describe the staffing and resources that the local government will dedicate to the administration of the Downtown Development District Program in the following areas:

Economic Development Outreach and Marketing

The City Manager will be the primary contact and will lead City staff to administer the City's DDD grant program. The City Manager and staff will work with Delaware City Main Street (DCMS) to market and promote the State DDD program and the City's local incentives. The City and DCMS will also work with property owners and potential investors on infill and redevelopment opportunities in the District. In addition, the City and DCMS will host public workshops to provide information, promote the program, and guide potential investors and property owners on submitting the State and local incentive applications.

DDD Promotional Materials and Website

The City will provide information and promote the State DDD Program through the City's website and social media, promotional brochures, and public meetings and workshops.

Economic Development Assistance to DDD Qualified Real Property Investors

The City Manager and staff will assist Qualified Real Property Investors in submitting the application for both the State and City incentives. The City Manager and staff will be informed on the DDD Rebate program, local incentives, and the City's zoning, permitting and licensing process.

DDD Program Record Keeping

The City Manager and staff will keep records of all active and potential DDD projects. These records will be coordinated with the DSHA administrators of the DDD Rebate Program. Record keeping will include local incentives granted to each project, including the value and impact of each local incentive.

DDD Reporting to OSPC and DSHA

The Administrator and support staff will report status, progress and data about the City's DDD program to the OSPC and/or DSHA as a part of the required Annual Report and upon request.



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Will the local government be relying upon staff or consultants (or a combination) to perform the above tasks?

A combination of staff and consultants.

What is the expected local government budget (staff time and/or dollars) to be dedicated to the DDD program administration?

\$ 15,000 annually



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Map of the Proposed Downtown Development District

Instructions: Prepare a map of the proposed Downtown Development District. The map must clearly show the boundaries of the District. The area of the proposed District, in acres, must be calculated from the boundaries designated on the map. The following guidelines must be adhered to when preparing the boundaries of the proposed District:

- The maximum size of the District is 95 acres for local governments with populations below 9,000, 185 acres for local governments with a population between 9,000 and 30,000, and 250 acres for local governments with populations over 30,001 (population as per the 2010 US Census).
- Districts must be contiguous.
- Districts must include the streets and right-of-ways within it. These count towards the maximum acreage.
- Enclaves within District boundaries are not acceptable.
- Prioritizing, phasing and /or timing of redevelopment activities in different geographic areas of the District is acceptable, and will be considered favorably when it can be demonstrated that this will concentrate the incentives to achieve specific revitalization goals.
- If any portion of the proposed District is in the floodplain, the FEMA floodplain map must be included as a layer on the map. Contact OSPC for technical assistance if needed.

Attach the map of the proposed Downtown Development District

Attach a map showing the future land use in the proposed District from the municipality's or county's certified Comprehensive Plan. Attach a map showing the zoning or land use regulations that apply to lands within the District. Discuss how the plan and land use regulations support the application for the District.

It is encouraged that the map(s) be created using GIS software. If the municipality or county is able to use this software, please submit digital files to our office to supplement the application and aid us in our review. Please contact OSPC if you need assistance and / or to arrange to electronically transfer the files.

☒ District Boundaries Map Attached

☒ GIS data is available and will be electronically transferred to OSPC

Name of person who created the map: Ryan Mawhinney

Phone 302-781-5927

Email ryan.mawhinney@aecom.com

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Map of the Proposed Downtown Development District - continued

Describe the rationale for choosing the boundaries of the proposed District (please limit your response to 750 words or less).

Map 1 displays the proposed Downtown Development District boundary of the Delaware City. The District contains 390 parcels totaling 85 acres, which includes the streets and rights-of-way. The boundaries are the Branch Channel, Delaware River, Jefferson Street and 5th Street (DE Route 9). The City's DDD Task Force reviewed multiple options for the boundary, but ultimately selected this boundary as the most appropriate based on the existing conditions and areas that would benefit the most. The District centers on the historic core and mixed-use central business district surrounded mostly by single-family residential blocks. The District extends up to 5th Street, which includes commercial, residential and institutional uses. This boundary was delineated based on the following rationale:

- Logical geography based on topographical and physical limitations including the River, Channel and Route 9.
- Captures a high concentration of relatively low median home values and household incomes.
- Captures a high concentration of vacancies and code violations.
- Builds upon the City's strength of having one of the largest historic districts in the State.
- Incentivizes preservation, rehabilitation and reuse of structures in the Historic District.
- Strengthens the State's Historic Preservation Tax Credit Program since property owners in the Historic District could leverage tax reductions with the DDD 20% grant for improvements.
- Potential to draw in high traffic volumes from DE Route 9, which is the Bayshore Byway and Harriet Tubman Byway as well as the gateway to the historic downtown.

Attach a map showing the future land use of the District from the local government's certified Comprehensive Plan.

☒ Map Attached

☒ GIS data is available and will be electronically transferred to OSC

Attach a map showing the zoning or land use regulations that apply to lands within the District

☒ Map Attached



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☒ GIS data is available and will be electronically transferred to OSPC

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Map of the Proposed Downtown Development District - continued

Discuss how the plan and land use regulations support the application for the District (Please limit your response to 750 words or less).

The Downtown Development District Plan guides the City towards achieving goals of preserving and enriching the City's maritime heritage, creating a healthier and more vibrant downtown, and becoming a regional hub for community events, eco-tourism, history and the arts. The District Plan identifies the downtown's issues that are hindering the ability to achieve these goals. It then sets forth strategies and incentives to overcome the issues and capitalize on the City's many opportunities.

This District Plan furthers the overall community vision and goals expressed in the 2008 Delaware City Comprehensive Plan. The first two Community Goals embody the needs of the Downtown Development District: 1) Balance the mix of retail uses so that tourists and residents are each adequately served, and 2) Incorporate economic-development efforts with historic preservation. The 2008 Comprehensive Plan has strategies that seek to achieve these goals, which are strengthened upon in this District Plan.

An opinion survey conducted as part of the 2008 Comprehensive Plan revealed that the community desires more retail and convenience uses, and favors new commercial growth over any other land use type. In response to the 2008 Plan survey, the Future Land Use map in the Comprehensive Plan proposes to expand the central business district by doubling the amount of commercial and mixed uses. The 2017 DDD survey reaffirmed this Land Use Plan and the desire to increase retail diversity towards improving the downtown.

The types of commercial uses envisioned are small retail fronts, health food stores, boutiques, restaurants, artisan workshops, and studios. Since the area currently consists of commercial structures, some single-family, and a number of multi-family homes, an intent is to allow the reuse or rehabilitation of existing structures to the fullest extent possible in order to maintain the architectural character of the zone.

The City's current zoning is generally consistent with the Future Land Map in the 2008 Comprehensive Plan. The DDD is made up of R-1 One-Family Residential and four different commercial districts: C-1 Central Commercial, C-1L Commercial Low Impact, C-2 General Commercial, and C-1M Commercial Marine. Towards achieving the vision and goals in the 2008 Plan, the zoning code was amended to permit a wider range of uses, require and promote building preservation, and require infill / redevelopment to be of compatible scale and architecture as the historic district. Within the CBD (C-1 zone), residential uses are not permitted on the first floor in order to reserve this street level space for commercial opportunities, preferably retail storefronts that attract people to walk downtown. Non-

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residential zones outside the CBD, which allow civic and institutional uses, such as the Town Hall and churches, are located within walking distance of the CBD.

The strategies and zoning are in place for economic revitalization that help foster commercial activity and historic preservation in the CBD as envisioned in the Comprehensive Plan. However, the existing land uses still need to expand to what is permitted and encouraged. One of the biggest challenges to revitalization has been stimulating more private investment that would increase the mix of retail, and attracting and retaining businesses in the CBD. The DDD program will help incentivize commercial and mixed-use redevelopment where the goals, policies, and zoning are in place to support it, thereby achieving the goals of the Comprehensive Plan.

The State DDD program is designed to promote healthy and vibrant downtowns as critical components of Delaware's economic well-being and quality of life. Aligned with this worthy State initiative, this District Plan and the City's land development regulations advance the goals and objectives of the both the City's Comprehensive Plan and the State DDD program.

Are there other special overlays, districts, or areas that intersect the proposed District? Examples of such special areas include historic districts, Business Improvement District (BID) taxing districts, etc. Please describe any of these special areas and how they will interact with the proposed Downtown Development District. Include maps, if applicable. (Please limit your response to 750 words or less).

The majority of the DDD boundary (65%) coincides with the City's regulatory Historic District. At 72 acres and over 200 contributing structures dating back to the 1820's, the Historic District is one of the largest in Delaware.

A key goal in the 2008 Comprehensive Plan, which was reaffirmed in the DDD planning process, is to ensure synergy between historic preservation efforts and economic revitalization through adaptive reuse of historic structures that is compatible in scale, context and character. The City's Historic District regulations aim to preserve this national treasure ensuring new and rehabilitated buildings complement and harmonize with the design and character of the District.

The regulations encourage repairs over replacement, and requires any new construction in the Historic District to be compatible with the existing architecture. The Historic Preservation Commission is charged with reviewing and administering historic preservation regulations and guidelines for these properties, including all alterations, construction, and demolition actions. While numerous factors influence the cost to rehabilitate a structure, historic structures typically cost more to rehabilitate than non-historic structures. Historic rehabilitation projects

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are generally more complex with more expensive materials and are often detailed-oriented requiring the expertise of a specialist. Because of cost constraints, property owners may be reluctant or even incapable of making such improvements and let the building fall into disrepair. To help ease the cost burden and encourage historic renovations, Federal and State tax incentives are available for assistance in the rehabilitation of historically significant structures in the Historic District. Delaware's Historic Preservation Tax Credit Program (HPTC) encourages property owners to rehabilitate buildings in ways that retain their historic character, and to foster economic vitality in historic downtown areas.

Delaware City also has the Historical Design Standards for the Clinton Street Historic Commercial District. This document narrates the historic development of Delaware City and the Clinton Street business district, describes the architectural periods and styles along Clinton Street, and provides general recommendations for renovations and repairs for the historic buildings. In addition, the design standards provide renovation recommendations for each building facade along Clinton Street. Clinton Street continues to be the City's "Main Street". Delaware City has recognized this street as essential in any downtown revitalization effort. Clinton Street is located in the center of the proposed DDD and will continue to be integral in creating a healthy and vibrant downtown while maintaining the historic architectural heritage of the City.



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Summary of Need and Impact

50%

Instructions: Complete this form to document the need for the District designation and its potential to positively impact your community. Attachments of data and other documentation are required. There is no specific page or word limit on the information that can be attached, *however* please be aware that applications that provide clear and concise documentation that is directly related to the need and impact of the District proposal will be scored the highest.

Please describe the **need** for the Downtown Development District designation in your community (please limit your response to 750 words or less).

There are many critical issues and challenges that may be deterring potential new homeowners, business owners, and investors from locating in Delaware City's downtown, and that may be hindering the City from meeting its full economic potential. The downtown area has aging buildings, sidewalks and streets, and there is a higher cost to rehabilitate older and historic buildings. Many buildings on Clinton Street would benefit by façade improvements, and many properties on Washington Street are vacant or underutilized. There is a high percentage of residents commuting out of the City for employment, and most employees in the City do not live in the City. Additional issues include relatively low home values, poor access to healthy foods and healthcare facilities, and the negative perception of being just an industrial town. Lastly, with the rise in tourism and the forthcoming redevelopment of the Fort DuPont complex, there is an increasing need to balance the needs of motor vehicles, bicyclists and pedestrians, as well as to balance the needs of residents and visitors.

Delaware City also presents advantages and exciting economic and community development opportunities for ongoing economic revival. The District has many strengths and assets that the City can build upon towards achieving the vision and goals for a healthier, more vibrant, and economically thriving downtown. Desirable assets include an intact historic district, the Clinton Street commercial corridor (aka "Merchant's Row"), a compact walkable street network, Battery Park, the Canal Promenade, and the Mike Castle C&D Canal Trail, among many others.

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Summary of Need and Impact – continued

50%

Attach relevant data to that demonstrates and documents the **need** for the Downtown Development District designation.

The following table summarizes the **required** data from the US Census. Input the data into the *FY19 DDD Census Summary Spreadsheet* (available on OSPC website with this application), and attach any other written documentation that can summarize the data. Contact OSPC for assistance with the Census data, if needed.

Required Data from the US Census

The municipality or county as a whole			
Median Income	Poverty Rate	Age of Structures	% Homeownership
% Rental	Vacancy	Median Home Value	
The Census Tract(s) that contains the proposed District			
Median Income	Poverty Rate	Age of Structures	% Homeownership
% Rental	Vacancy	Median Home Value	% Low / Mod Income
The Census Block(s) that most closely correspond to the proposed District			
Total Population	% Homeownership	% Vacancy	

☒ Summary spreadsheet and other documentation attached

Please provide any other data that support the municipality's application for the District. The following table contains some **suggested** data sources that can serve to supplement the required data. Please attach any that apply, and any other data that is relevant. Cite the source for each dataset.

Suggested Data from a Variety of Sources

Blight	Condemned Properties	Code Violations
Crime Statistics	Economic Analysis	CDBG Program Statistics
Market Studies	Redevelopment Authority Activities	Public Works Projects
Education Data	Infrastructure Condition or Need	Other

☒ Additional data and documentation attached

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Summary of Need and Impact – continued

50%

Describe how the attached data demonstrates the **need for** the Downtown Development District designation in your community (please limit your response to 750 words or less).

Housing. Vacant, rented, and older buildings typically require greater upkeep and maintenance and have a greater chance of being neglected or abandoned. Within the DDD, there are a total of 350 housing units, of which 302 units are occupied and 48 are vacant. The vacancy rate for the DDD is 14%, which is higher than the City (10%) and County (8%) vacancy rates. Out of the 302 occupied units, 198 units are homeowner occupied (65%) and 104 units are renter occupied (34%). The DDD's homeowner occupancy percentage is slightly lower than the City (72%), County (69%), and State's (71%) figures. 45% of the housing units within Census Block Group 2 were built before 1939, which far exceeds the age of buildings in the City as whole and the County. See Table 1 - Census Data Summary.

Income and Poverty. As of 2015, Delaware City's median household income was about \$58,000. This income was 12% lower than the County's and 4% lower than the State's. Block Group 2 had a median household income of about \$65,000, which was 13% higher than the City. However, this same Block Group had a higher percent of people below poverty than the City. As of 2015, the percentage of people below poverty in Block Group 2 was 14.7%. In 2000, the City's percentage of people below poverty was 8.5% and by 2015 it was 13%. From 2000 to 2015, the City experienced a 53% increase in the percentage of people below poverty. The largest demographic groups living in poverty in 2016 are female aged 35-44 and male 55-64.

Employment. The City's unemployment rate increased from 3.4% in 2000 to 10.5% in 2015, which is a 200% increase. The need for government assistance within the City increased as well. In 2010, only 7.25% of the City households received food stamps. By 2015, this more than doubled as 18% of the City households were receiving food stamps.

Job Inflow and Outflow. There is a glaring imbalance between the number of people who are employed within the District and live outside the area, as well as the number of people who live within the District and are employed outside the area. Of the 351 workers in the District boundary, only one both lives and works there. Moreover, 141 employed residents of the District work outside the area. See Table 2. This is an important statistic to understand since the City desires to become a more successful live-work-play community where people are walking around and interacting in the community.

Code Violations. Between July 2016 and November 2017, there were a total of 240 code violations within the District, which accounted for 43% of the total code violations for the

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entire City. Most of these incidents (about 2/3) are related to property maintenance including high grass-weeds, debris in yard, building exteriors, and utility related incidents that violate the sanitary code. One-third are related to vehicle violations. See Figure 1 for the location and types of the code violations.

Crime. Between 2015 and 2017, there were approximately 4,600 offenses reported in City limits. Half of these were Part II offenses, which include simple assaults, criminal mischief, and drugs. Almost half were Part III offenses which are the least serious and include responding to alarms and suspicious behavior and providing public service. A relatively small portion, but still deemed too many, were Part I offenses, which are the most serious and violent crimes. Theft and burglary were the most common Part I crimes. The number of incidents increased 40% between 2014 and 2017. A breakdown is provided in Figure 2.

Vacant and Underutilized Property. As discussed in page 26 of the District Plan, in 2018 there were 49 vacant parcels in the District, totaling 5 acres. There were 14 vacant buildings. Vacant buildings raise both aesthetic and public health and safety issues, but they can also be considered an asset as they offer rehabilitation and reuse opportunities. There are also some lots that are large enough to be subdivided or combined and developed. There are also some vacant storefronts on Clinton Street. Respondents to the opinion survey believe that high amount of storefront vacancy and business turnover is a major challenge facing the Downtown.

Retail Diversity. The 2017 DDD survey reaffirmed the Land Use Plan in Comprehensive Plan to increase retail diversity towards improving the downtown. The types of commercial uses envisioned are small retail fronts, health food stores, boutiques, restaurants, artisan workshops, and studios. Currently, residents must travel about 8 miles for a grocery store that sell fresh fruits, vegetables and meats, and about 15 miles or more for a pharmacy or urgent care. It was estimated that 10% of households do not have vehicles (2011-2015 ACS 5-Year Estimate), and therefore may need to rely on the limited bus service in the City to access food and health care, or whom could benefit from having available options to walk to.

Describe the **potential positive impacts** of the proposed Downtown Development District designation in your community. Impacts can include economic, social and / or cultural impacts among others. Attach supporting documentation if applicable (please limit your response to 750 words or less).

Through this District Plan and the designation of a Downtown Development District, a wide range of the City's visions, goals and policies are being advanced, including:

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-Rely heavily on tourism and place-making principles by providing unique, historically-oriented commercial opportunities that enhance the City's attractiveness as a regional destination

-Promote downtown revitalization through historic heritage preservation

-Increase goods and services that benefit residents, businesses and visitors

-Become a regional hub for community events, eco-tourism, history and the arts

This Plan sets forth a comprehensive and incremental approach with strategies and incentives for streetscape beautification, infill redevelopment, and building rehabilitation, which all support downtown revitalization. From the main corridor along 5th Street with its gateway intersections to the historic central business district at Washington Street and Clinton Street, streetscape improvements will improve the appearance of the downtown, strengthen mobility and connectivity, and enhance the small-town welcoming appeal to historic Delaware City. Through context sensitive redevelopment and rehabilitation, the City will improve housing conditions and increase property values and tax revenues. The City will also see a greater sense of pride in homeownership and property upkeep, which will result in a reduction of code violations and enhanced community perception. All of these help to create a stronger sense of place, community identity, and civic pride, which in turn, can improve public health and reduce crime.

The City is also preparing for an influx of visitors and residents due to the redevelopment of Fort DuPont, which could potentially double the City's population and bring new patrons to the downtown businesses. The influx could help to increase the City's overall property values and median incomes. The City embraces this projected growth, as well as its role as being a destination for historic heritage and eco-tourism, and the gateway to Fort Delaware, Bayshore Byway and Harriet Tubman Byway, C&D Canal, and the Mike Castle Trail. The downtown will continue to incrementally evolve to better meet the needs of a growing tourist industry by protecting its historic treasures, reinstituting its maritime heritage, and connecting people to nature. The City will enhance the visitor experience, link attractions and destinations, and will overcome the negative perception by some of being just an industrial town. The City will also attract retail diversity to meet the needs of tourists and residents, and create new jobs towards creating a more live/work community.

Coupled with this comprehensive and incremental approach, the City will work with downtown partners in promoting and branding the City's unique historic character to attract new businesses, patrons, tourists, and residents. Increasing foot traffic and tourism will increase revenues and stimulate economic activity, thereby establishing a more economically sustainable and viable downtown.

For Delaware City's downtown revitalization, success is most clearly measured through highly visible completed projects that are the building blocks for real change over time. Successful



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projects will preserve and enrich the City's maritime heritage, will create a healthier and vibrant downtown, and will improve the quality of life for our residents and enjoyment of our community by its visitors. While the strategies and incentives, as well as the DDD Plan itself, will be instrumental in their own right, they will have the most beneficial impact working in concert with and leveraging state funding if/when the State DDD program is continued and Delaware City is designated.



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Summary of District Plan 20%

Instructions: through this application the municipality or county will be presenting the District Plan that will guide future revitalization, growth and development activities in the District. Upon designation, the local government will be required to adhere to the District Plan in order to qualify for rebates and other incentives. Attach the District Plan, and summarize the content, goals, and objectives in the space provided.

The District Plan Checklist is provided in the *DDD Program Guidelines* document. The proposed District Plan must be prepared in accordance with the Checklist.

Attach the District Plan.

☒ District Plan Attached.

Summarize the content, goals and objectives of the District Plan. (please limit your response to 750 words or less).

The purpose of Delaware City's District Plan is to set forth comprehensive economic and community development goals, objectives, strategies and incentives that will stimulate and guide public and private investment towards ongoing revitalization and economic progress in the downtown. This Plan guides the City towards achieving shared goals of preserving and enriching the City's maritime heritage, creating a healthier and more vibrant downtown, and becoming a regional hub for community events, eco-tourism, history and the arts. The Plan identifies the downtown's key issues and challenges that are hindering the ability to achieve these goals and the current assets that help advance them. It then sets forth strategies and incentives to overcome the issues and capitalize on the many opportunities.

Aligned with the State DDD Program, the District Plan was prepared to promote healthy and vibrant downtowns as critical components of Delaware's economic well-being and quality of life. Being designated a DDD will enable the City to leverage state resources to spur capital investments, improve commercial vitality, stimulate job growth, and improve housing opportunities.

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Downtown Vision:

As set forth in the District Plan, the City's vision for the downtown is to: "Improve the quality of life for our residents and enjoyment of our community by its visitors. Delaware City will attract people from all walks of life and ages who seek the active, healthy, outdoor lifestyle that our dynamic, vibrant, historic 1820's river port offers."

These goals, objectives and strategies towards realizing this vision highlight the vibrant and growing downtown while maintaining and preserving historic housing and giving homage to the City's history as a river port. The City seeks to increase resident engagement, improve walkability, and take advantage of the proximity to the scenic byways and Mike Castle Trail.

The District Plan goals and objectives for community and economic development are as follows:

Downtown Goals:

- Create an economically sustainable downtown that serves the diverse needs of area residents, business owners, and visitors
- Become a regional hub for community events, eco-tourism, history and the arts
- Preserve and enrich the City's historic character and maritime heritage
- Integrate economic development efforts, such as tourism, with historic preservation
- Create jobs, raise local incomes, and expand the local property tax base through increased economic development
- Build a stable community of long term residents by improving housing opportunities
- Promote health and wellness through an active and vibrant downtown that focuses on connectivity, public safety, and community gathering

Improve the overall appearance of the downtown through improvements to existing lots, buildings, streets, sidewalks and parking areas through design standards, capital funding, and incentives

Downtown Objectives:

1. Increase home ownership and values through the rehabilitation and renovation of the existing housing stock.
2. Increase variety of goods and services to support local residents and visitors.
3. Encourage infill development and redevelopment in the Downtown.
4. Increase employment opportunities in the City and create a live/work community.
5. Enhance the overall appearance and perception of the downtown through improvements to existing buildings, streets, sidewalks and parking areas.
6. Create an active and vibrant downtown by improving circulation, mobility, connectivity, and safety.
7. Conduct a comprehensive market analysis, update existing promotion and branding campaigns, and expand coordinated marketing efforts.



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8. Implement programs, events, tours and interpretive materials to attract residents and visitors to the Downtown and nearby attractions.
9. Promote revitalization through the preservation, restoration and adaptive reuse of structures that contribute to the City's historic character.
10. Reduce crime.

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Summary of District Plan – continued 20%

Please summarize how the local government envisions itself in a leadership role to guide the successful implementation of the District Plan (please limit your response to 750 words or less).

The District Plan synthesizes the recent activities of Delaware City and Main Street Delaware City Inc. to revitalize the downtown as a regional hub for ecotourism and historybased tourism. Delaware City and Main Street have shown their commitment to revitalizing the downtown through an active rebranding program and ongoing downtown improvements. The implementation of this DDD Plan will infuse additional energy into this shared vision. A successful DDD designation and the accompanying local incentives will clearly act as a tool to leverage private investments in the downtown in pursuit of continued revitalization.

Section 4- Implementation of the District Plan lists priority strategies, identifies the City's leadership role and commitment and ability carry out the tasks, and identifies partners who are also committed to downtown development. Implementation of this District Plan will involve concerted efforts and committed leadership of the City staff, City officials Main Street Delaware City Inc., and the many stakeholders and partners in economic and community development

Given the number of stakeholders and government agencies that have shared interests and that play a key role in the implementation, the City will serve as primary facilitator and coordinator to ensure that the plans and programs for the various entities strive to achieve the shared vision. The District Plan acts as a galvanizing force to unite and strengthen individual actions. The City will coordinate with its commissions, such as the Planning Commission, Historic Preservation Commission, code enforcement staff, and Main Street Delaware City, Inc., as well as other stakeholders and partners to ensure that resources, investments, and branding/marketing efforts are aligned. The City will play a leadership role in guiding these decisions towards the successful implementation of strategies.

The District Plan also represents further implementation and refinement of other planning documents including the City's Comprehensive Plan, the Transportation Plan, and the Bayshore Byway Plan. These plans provide several goals and strategies for community and economic development, and this District Plan advances and strengthens those goals and strategies. Therefore, the DDD initiatives are fully integrated with the City's current planning initiatives and actions. The City's 2008 Comprehensive Plan envisioned economic development through an integrated approach that balances tourism and historic preservation, and balances the needs of residents and tourists. As with the implementation of the Comprehensive Plan, the City will play the primary role in implementing the strategies and incentives, ensuring redevelopment is consistent with the City's historic fabric. The City's

FY19 Application for Designation as a District

Comprehensive Plan 10-year update is currently underway. The Plan update will continue to advance the City's ongoing comprehensive and incremental progress, as it maintains focus on downtown development by building upon economic development and historic preservation objectives and strategies herein. Consistent with a key priority in the Comprehensive Plan, the City will remain vigilant in ensuring downtown revitalization augments and capitalizes on cultural heritage and eco-tourism opportunities.

If designated by the State as a DDD, the City will increase the responsibilities for the City Manager and staff. The responsibilities will be to administer the DDD grant applications and projects, promote the program, and ensure compliance with the District Plan. The City Manager will be the liaison between the Mayor and Council, developers, property owners, Main Street Delaware City Inc., State Agencies, and other stakeholders and partners. The position will also help to promote the program through the City's website and social media, promotional brochures, and public workshops, among other means.

List primary implementation strategies for the District Plan. (please limit your response to 750 words or less).

The key implementation strategies to achieve the goals and objectives are:

Housing:

- Publicize information about home rehabilitation programs and property maintenance code guidance.
- Enforce the housing and property maintenance code and the rental inspection program.
- Enhance partnerships between zoning and building code-enforcement and historic-preservation programs.

Land Use:

- Encourage mixed-use development projects in the C-1 zone that are compatible with the historical context and scale.
- Encourage conversions from residential to mixed-use in the C-1 zone with retail, service or office on the first floor.
- Create a vision for redevelopment opportunities along 5th Street.
- Target businesses that can benefit from recreation, eco-tourism and heritage tourism opportunities.

Redevelopment:

- Inventory infill and redevelopment opportunities and vacant storefronts on Clinton, Washington, and 5th Streets.
- Identify barriers to redevelopment, including infrastructure, access, and lot size and setbacks requirements.

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- Consider preparing a Master Plan for the infill and redevelopment opportunities on Washington Street.
- Work with Main Street Delaware City, Inc. to promote infill, redevelopment and reuse opportunities.

Employment:

- Consider co-work spaces and opportunities, such as reuse of the old fire station building.

Streetscape:

- Consider re-activating the Façade Improvement Loan program to encourage business and property owners to make façade improvements.
- Invest in streetscape projects that create a positive image and promote a pedestrian-friendly environment. Prioritize improvements along Clinton, Washington and 5th Streets.
- Evaluate and implement the connectivity and streetscape design recommendations in the 2009 Transportation Plan, Bayshore Byway CMP, and Comprehensive Plan.
- Revisit the recommendations for Washington Street in the Transportation Plan, including on-street parking, traffic calming, street trees, street lights, and wayfinding.
- Evaluate the feasibility to bury or relocate utility lines on Clinton and Washington Streets.
- Promote standards for reuse of existing structures and infill development that emulates the City's historical setting, scale and character.
- Work with business owners and Main Street Delaware City, Inc. to identify simple, low cost façade improvement to improve the storefront appearance. Examples include window displays, sidewalk displays, signage, awnings, and plantings.
- Empower the Parking Committee to assess parking conditions and practices, and evaluate whether management policies and regulations need to be updated. Evaluate ways to manage existing spaces for optimal use, encourage turnover, and accommodate both residents and visitors. Specific strategies include on-street parking, shared lots, wayfinding signage, short-term vs. long-term parking, permits, and metered service.
- Evaluate the need for parking design standards, which address requiring parking in the rear, landscaping, screening, lighting, connections to walkways, and a maximum number of spaces.
- Evaluate the need for a parking study that inventories supply and demand, evaluates parking issues and needs, and sets forth recommendations to guide parking related decisions.

Mobility:

- Revisit the recommendations in the Transportation Plan, Byway CMP, and Comprehensive Plan that strengthen pedestrian and bicycle circulation, mobility, connectivity, and safety. Place emphasis at Clinton, Washington, 5th, and Canal Streets. Improvements may include narrow vehicle lanes, bike lanes, sidewalks, crosswalks, pedestrian signals, raised medians, tighter turning radii, narrow nodes, and buffers.
- Enhance the connectivity of Downtown to major attractions.
- Educate travelers about bicycling routes, rules and etiquette.
- Prepare a wayfinding plan with comprehensive signage to direct drivers, bikers and pedestrians to the Downtown and nearby attractions.

FY19 Application for Designation as a District

- Consider a Sidewalk Loan Program with a phased action plan for incremental, city wide sidewalk repairs.
- Conduct a sidewalk inventory survey recording the gaps, conditions of sidewalks, lengths, and identify where sidewalks should be connected/extended.
- Prioritize new red brick sidewalks and crosswalks along prime walking routes that connect the downtown to attractions and parking areas.
- Discuss the type of physical crossing, location and funding needed to link the downtown and the Fort DuPont complex.

Branding and marketing:

- Seek funding for a comprehensive market analysis to identify market gaps and what types of businesses the market will support within the City.
- Seek funding to update existing marketing and promotion plans with an approach to target, recruit, and retain the businesses identified in the market analysis.
- Update and carry-out a cohesive and consistent branding campaign for the downtown.
- Expand joint marketing efforts with economic development and tourism partners to attract residents and businesses, and that position the City as a hub for heritage and eco-tourism.

Programs and events:

- Promote the downtown as part of an overall strategy to increase heritage tourism.
- Create a historic houses tour, install historical landmark placards, and additional brochures.
- Identify the most appropriate location(s) for potential for a central visitor information center.
- Support special events and programs, such as the "Delaware City Day".
- Promote Battery Park as a premiere outdoor event venue.

Historic preservation:

- Encourage synergy between historic preservation efforts and economic revitalization- namely by encouraging the adaptive re-use of historic structures for compatible, commercial uses.
- Encourage new businesses to renovate and locate within historic structures instead of building a new structure.
- Partner with the State Historic Preservation Office to identify properties which contribute to the historic fabric and publicize programs for historic preservation, such as State Historic Preservation Tax Credits.
- Consider strengthening and expanding the Historic District regulations to prevent inappropriate alterations of historic structures and educate the public on the economic benefits of preservation.

Crime:

- Support the needs of the Delaware City Police Department.
- Support applications for funding that help meet training, equipment, programs administrative support, and staffing needs. An example program is the Neighborhood Building Blocks Fund.

FY19 Application for Designation as a District

Summary of District Plan – continued 20%

Key Priority Project: A specific project identified in the District Plan that is considered by the applicant to be a potential catalyst for other redevelopment activity and contribute to superior urban design or other benefits to the District. Key Priority Projects are specific projects that are expected to provide significant positive impacts to the District should they be implemented. These projects will receive priority scoring for funding through the DDD Rebate program, and may receive other benefits, such as enhanced marketing, through the DDD program. See *DDD Program Guidelines* for more information.

The section on Key Priority Projects has been revised for the FY19 application, and it is suggested that it be completed by all applicants including those with FY16 applications on file.

In the following table please summarize the Key Priority Projects that are identified and fully described in the District Plan. Please see *DDD Program Guidelines* for details about how Key Priority Projects should be identified and described in the District Plan.

Project Name	Parcel Number / Location	Summary of Project	Page number of description in District Plan
Old Fire Department	2200700090; 150 Clinton Street	The old fire station building could be adaptively reused. One idea generated in the District Plan is to consider co-work spaces. Co-work spaces can be rented by the day, week, month, or year that have common reception abilities, meeting rooms, video teleconference capabilities, as well as high-speed computers with graphics packages and quality scanners and printers.	47; Objective 4 Strategy 1

Downtown Development Districts

FY19 Application for Designation as a District

Delaware City Marina	22009001117, 2200900116, 2200900118; 300 - 302 Canal Street, 311 Franklin Street	The existing Marina building is situated between the two commercial zoned vacant parcels on the west side of 2nd Street that provide storage space for boats and boating equipment. The Marina is strategically located on the Branch Channel and the Canal Promenade that provide access to the historic town center, Bayshore Byway, the Michael Castle Trail, the Library/Community Center, and Fort DuPont. Expansion and physical improvements of the Marina could be a major asset to the City by attracting boaters, bikers, and visitors to the downtown. The Marina could be a more prominent anchor on the Canal Promenade opposite of Clinton Street, the historic Central Hotel building, and Battery Park. The Marina could be a central spot for recreational and maritime activities, such as boating and fishing tours, water taxis, boat rentals, and the like. It would further be a catalyst for improvements within the southeast section of the DDD.	43, 46; Objective 2 Strategy 4

FY19 Application for Designation as a District

Summary of District Plan – continued 20%

Are there any known projects or proposals that can be underway within six to twelve months of District designation? If so, please describe here (please limit your response to 750 words):

While there are no known formal applications, there are some vacant lots and storefronts that could be developed, rehabilitated, and occupied if the right economic incentives are available.

List any other governmental, quasi-governmental or non-governmental organizations that will be involved in the creation and / or implementation of the District Plan. A Main Street organization would be an example of such an organization. For each organization, describe how the local government will coordinate their activities to encourage revitalization and economic development in the District.

The City recognizes that public and private stakeholders and community members need to partner and collaborate to achieve common goals. Some of the City's community and economic development stakeholders and partners with whom it will be crucial to work with to implement the strategies in this Plan are provided below. Other important public, private and non-profit partners involved in economic and community development are also listed.

- Main Street Delaware City, Inc.
- Fort Delaware State Park
- Delaware River and Bay Authority (DRBA)
- Fort DuPont Redevelopment & Preservation Corporation
- Delaware City Heritage Association
- Delaware City Historic Preservation Commission
- Delaware City Public Library
- American Birding Association
- Delaware City Marina
- WILMAPCO
- Bike Delaware
- Delaware City Refinery

FY19 Application for Designation as a District

- Delaware City Lion's Club
- Delaware City Community Center
- Delaware City Fire Company
- County Department of Land Use
- Delaware Division of Small Business
- Delaware Historic Preservation Office
- Delaware Historical Society
- Delaware City Police Department

The City has a significant asset and advantage in the Main Street Delaware City Inc. program. Main Street organizes businesses and helps set forth joint marketing and promotion efforts that aim to increase the heritage tourism industry and attract local and regional residents to frequent downtown businesses and establishments. Main Street understands that eco-tourism, environmental education, and healthy activity opportunities built around the region's natural and cultural heritage treasures will attract people and businesses to the City and will advance a healthy and sustainable community. Main Street Delaware City Inc. and the local merchants and businesses are working to expand upon resident and visitor services and amenities and to increase the level of activity in commercial district. The City and Main Street Delaware City Inc. wish to help existing local businesses thrive while attracting new businesses, all towards becoming a regional destination.

Main Street can further assist to conduct a comprehensive market analysis, update existing promotion and branding campaigns, and expand coordinated marketing efforts, as discussed in detail in Section 2.K of the District Plan.

Attach written documentation (in the form of letters of agreement, memorandums of understanding, board resolutions etc) from each of the above listed organizations indicating support for this application to be designated as a Downtown Development District and identifying a willingness to coordinate with the municipal government to implement the District Plan.

☒ Written documentation attached from all other organizations

FY19 Application for Designation as a District

Summary of District Plan – continued 20%

Describe any actions your local government has taken to ensure energy efficient and environmentally sensitive development, and to prepare for flooding and sea level rise, if applicable. How will these efforts be implemented in the proposed District? (please limit your response to 750 words or less).

Hazard Mitigation and Climate Change Adaptation Planning:

All properties are subject to the City's Building Regulations in Chapter 23 of the City Code. Some properties within the DDD area are located in FEMA designated flood hazard zones and subject to additional regulations. The City has a Flood Management Ordinance (Chapter 48) and participates in the National Flood Insurance Program (NFIP). The City also participates in the Community Rating System (CRS), which enables property owners in the City to get flood insurance at discounted rates. City staff helps guide property owners and builders through the administrative process. The City provides Information for building in the flood plain at the City's website.

Increasing impacts from coastal storms, sea-level rise, and extreme precipitation events associated with climate change will likely exacerbate known hazards that Delaware City faces today. Given these current hazards and potential future impacts, the City collaborated with the University of Delaware Sea Grant College Program and the Partnership for the Delaware Estuary to prepare the Hazard Mitigation and Climate Adaptation Action Plan, dated January 2014.

The goal of the hazard mitigation and climate adaptation planning project was to identify existing vulnerabilities, to learn about how they will be exacerbated in the future, and to create community-vetted strategies to address issues. These strategies, in addition to addressing issues, also aim to improve overall community sustainability and resilience.

The plan sets forth the specific mitigation and adaptation strategies, as well as implementation guidance, to address vulnerabilities to hazards and climate change. Key strategies include:

- Evaluate the dynamics of Delaware City's vulnerability to flood impacts, including city infrastructure and public safety issues.
- Establish a Community Planning Team to support an ongoing mitigation program for Delaware City. Initiate educational programs to alert residents to community vulnerabilities and heighten awareness of current and future flood risk.

FY19 Application for Designation as a District

- Enhance Delaware City's stormwater drainage capacity, and improve stormwater management planning. Build hazard mitigation and climate adaptation needs into local planning and regulatory actions.

Environmental Sensitive Development:

The City's rich ecological surroundings such as freshwater marshes and ponds, streams, forested wetlands, and shorelines provide habitat for native fish and wildlife. This ecosystem makes Delaware City a unique destination where nature and maritime living come together. City leaders and the Main Street Delaware City Inc. organization have been successfully rebranding the City as an eco-tourism destination. The City worked with DNREC to prepare the Ecological Assessment and Restoration Concept Report, which established a shared vision and implementation strategy for eco-tourism. The Delaware Bay and shoreline, Pea Patch Island, and the Delaware River – waterway and shoreline were identified as ecologically significant resources that provide essential habitat for various migratory birds and fish, wader birds, and horseshoe crab reproduction. To make these resources safely accessible, vehicle parking, wayfinding points, information kiosks, and access points need to be placed in nearby areas. Numerous parcels surrounding the DDD were identified as potential locations for the needed amenities. The Historic District, Fort Delaware State Park, and Battery Park Eastern Lock of the C&D Canal were also identified as significant historic and cultural City resources. The City's 2008 Comprehensive Plan describes the natural environment of Delaware City. It includes information on geology, soils and slopes, topography, and water resources. The natural resources present in Delaware City and the surrounding region are of significant aesthetic, recreational, and potential economic value to regional residents. Delaware City seeks to preserve and protect these resources through the preservation of open space surrounding the built environment, through stormwater best management practices, and through a philosophy of compact, contiguous development. See the attached Future Land Use Map, from the Comprehensive Plan. The City is currently preparing the required 10-year Plan update.

Describe how the District Plan is consistent with your certified Comprehensive Plan and the *Strategies for State Policies and Spending* (please limit your response to 750 words or less).

<https://stateplanning.delaware.gov/strategies/>

Relevant plans and documents were reviewed to provide context and the backdrop for this District Plan. The goals and strategies outlined herein are generally consistent with the stated goals and strategies of other plans for the Delaware City area. Delaware City's Comprehensive Plan and New Castle County's Comprehensive Plan both aim to improve the quality of life by actively managing development, providing for a mix of land uses, preserving

FY19 Application for Designation as a District

open space, and promoting infill and reuse of brownfields. Additionally, the Delaware Strategies for State Policies and Spending plan suggests meeting growth needs in part by reusing developed land and promoting infill development in existing communities like Delaware City. Lastly, the DDD Act was specifically enacted by the General Assembly to achieve the goals with designation. It is with the Assembly's goals in mind that this Plan was written. The following provides a summary of relevant documents that were used to help inform the preparation of this District Plan and delineate the proposed District boundary.

Comprehensive Land Use Plan:

The District Plan furthers the overall community vision and goals expressed in the 2008 Delaware City Comprehensive Plan. The very first two Community Goals in the Comprehensive Plan embody the needs of the Downtown Development District: 1) Balance the mix of retail uses so that tourists and residents are each adequately served, and 2) Incorporate economic-development efforts with historic preservation. The City's Comprehensive Plan expresses the community desire of more commercial activity, particularly a greater diversity in retail and convenience uses, and through the Future Land Use Plan and resulting zoning, the City is aiming to expand the central business district with a mixed-use zone. While doing so, the City encourages synergy between historic preservation efforts and economic revitalization through adaptive reuse of historic structures that does not alter scale, context and character. Residents are not anti-growth and value the City's compact, walkable, interconnected layout and circulation, its open space, and its architectural assets. The 2008 Comprehensive Plan crafted goals, strategies, and recommendations that are consistent with these community needs and values, which continue to be a priority in this District Plan. A ten-year update to the 2008 Plan is currently underway.

Strategies for State Policies and Spending:

The Strategies for State Policies and Spending represent a combination of state and local land use policies intended to guide State agencies as they make investment decisions. The vast majority of Delaware City's proposed District boundary is defined as Level 2. The immediately adjacent lands are either defined as Level 3 or as out-of-play. See Figure 1.2 State Investment Strategies. The following provides a general description of these Level Strategies.

Levels 1 and 2 identify areas that are most prepared for growth and where the State can make the most cost-effective infrastructure investment for roads, public safety, and schools. The State encourages new development and reinvestment in these areas. In Investment Level 2 areas, state investments, policies and management tools should support and encourage compact mixed-use development where applicable, promote a variety of transportation options, foster efficient use of existing public and private investments, and enhance community identity and integrity.

FY19 Application for Designation as a District

Level 3 areas are adjacent to Level 1 and 2 areas but have environmentally sensitive features, agricultural-preservation issues, or limited infrastructure. Due to limited funds, the state will only build infrastructure in Level 3 areas once the Level 1 and 2 areas are substantially built out, or when the infrastructure or facilities are logical extensions of existing systems and deemed appropriate to serve a particular area.

Out-of-Play lands cannot be developed because they are federal- or state-owned protected lands, parkland, or regulations prohibit their development. Out-of-Play areas are generally not expected to be the location of private development activities; however, government entities, private property owners, and conservation organizations are still expected to invest for the purposes in which they were preserved. Some large areas adjacent to the proposed District boundary are Out-of-Play due to tidal marshes and wetlands. Battery Park and the Library / Community Center land are also considered Out-of-Play.

FY19 Application for Designation as a District

Summary of Local Incentives 20%

Must be completed applicants with FY16 application on file

Instructions: The municipality or county must complete this form to summarize the local incentive package to be made available within the District upon designation. The local ordinances (or other regulations) enabling and governing these incentives must be attached to this form, along with any relevant supporting documentation. In the case of incentives proposed upon designation, the draft ordinances must be attached.

It is expected that local incentive(s) will be available to all qualified projects within the District, and not require a discretionary approval or other consideration by the local elected body or town administration. If otherwise, please provide detailed justification for the discretionary review and approval of specific incentives.

The following table includes **examples of** local incentives proposed by other applicants.

Examples of Local Incentives

Fee or Tax Reductions	Regulatory Flexibility	Permit or Licensing Reform
Special Zoning Districts	Exemptions from Local Ordinances	Streamlined Permitting
Technical Assistance	Grants or Loans	Other



Downtown Development Districts

FY19 Application for Designation as a District

Summary of Local Incentives - continued 20%

Attach documentation for all Local Incentives

☒ Written documentation attached for all Local Incentives

List the Local Incentives proposed for the DDD. Please detail the geographic extent of each incentive (i.e. is the incentive available throughout the entire jurisdiction, or only in certain geographic areas?)

Local Incentive	Date enacted (or proposed date of adoption)	Geographic area covered (DDD Only, Entire Municipality, or Other - please describe)
Permit Fee Reduction	Upon DDD Designation	DDD
Property Tax Abatement for new development	Upon DDD Designation	DDD
Transfer Tax Waiver	Upon DDD Designation	DDD
Streamlined Plan Review and Permitting Process	Upon DDD Designation	DDD

FY19 Application for Designation as a District

Summary of Local Incentives - continued 20%

Please describe how each local incentive will be funded. If the incentive involves a reduction or waiver of taxes or fees, or in-kind services (for example, expedited permitting utilizing existing staff resources) please note that here.

Local Incentive	Funding Source
Permit Fee Reduction	All waived income that the City does not receive due to this incentive is a "cost" to the City's General Fund.
Property Tax Abatement for new development	All taxes that are abated due to this incentive are a "cost" to the revenue of the City's General Fund.
Transfer Tax Waiver	All taxes that are abated due to this incentive are a "cost" to the revenue of the City's General Fund.
Streamlined Plan Review and Permitting Process	This incentive will utilize existing staff and will not require additional City funds

For each local incentive please summarize the value and/or benefit of the incentive to potential Qualified Real Property Investors. Please be as specific as possible.

Local Incentive	Value and/or Benefit to Investors
Permit Fee Reduction	Incentivizes certain types of improvements that may not be able to take advantage of the property tax abatement incentives. Reduces the costs of making improvements in the DDD.
Property Tax Abatement for new development	City property tax abatement 3 years on land and buildings for new development on vacant lands.



Downtown Development Districts

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Transfer Tax Waiver	City Realty Transfer Tax waiver for rental properties that are transferred to owners that will reside within the premise for 5 years.
Streamlined Plan Review and Permitting Process	Expedited review of development applications by City staff, Historic Preservation Commission, and/or Board of Adjustment. Encourages economic development and revitalization by shortening the time between project initiation and project completion.

Summary of Local Incentives - continued 20%

For each Local Incentive to be provided, please describe the specifics of how the incentive works (details are needed), and how the incentive encourages economic development and revitalization in your community.

It is expected that local incentive(s) will be available to all qualified projects within the District, and not require a discretionary approval or other consideration by the local elected body or town administration. If otherwise, please provide detailed justification for the discretionary review and approval of specific incentives in this response.

Permit Fee Reduction:

Properties within the DDD District will be eligible for a reduction on the building permit and variance review fees. The building permit fee will be reduced from the current 2.5% to 2% of the anticipated construction costs for projects in all zoning districts except the C-1, and to 1.5% for projects in the C-1 zoning district. The City wishes to incentivize certain types of



Downtown Development Districts

FY19 Application for Designation as a District

improvements that may not increase the assessed value of the property and thus not be able to take advantage of the property tax abatement incentives.

Property Tax Abatement for new development:

The City will abate all City property taxes for land and buildings for property for 3 years on which new residential and/or commercial development occurs under the following conditions:

- The value of the new development is greater than \$25,000.
- The \$25,000 value shall be based on “eligible expenses” as defined in the Delaware State Housing Authority Guidelines for the DDD Program.
- The improvements meet the definition of a Qualified Real Property Investment as defined in 22 Del.C. §§ 1901 et seq.
- The property was vacant prior to the new development.

The benefit to the community is that it will encourage new construction on vacant land.

Transfer Tax Waiver:

The City will waive its portion of any real estate property tax transfer tax due upon the sale of any rental property within the DDD that are transferred to owners that will reside within the premise for 5 years.

Streamlined Review Process:

The City will adhere to a streamlined review process for development in the DDD, in accordance with the City Code. The City commits to streamlining projects in the DDD by expediting the review of development applications by City staff, Historic Preservation Commission, and/or Board of Adjustment. The streamlining and expediting of the review of development projects in the DDD will encourage economic development and revitalization by shortening the time between project initiation and project completion.

Summarize the package of Local Incentives, and describe how these incentives will work in concert with the Downtown Development District benefits to encourage revitalization and economic development in your proposed District (please limit your response to 750 words or less).

Within three months of Downtown Development District designation, the City will adopt a suite of incentives to compliment the DDD grants available from the State for Qualified Real Property Investments. The City is also aware of other various grant and technical assistance

FY19 Application for Designation as a District

opportunities such as those described in the Funding and Technical Assistance Handbook for Delaware Local Governments, published by the University of Delaware Institute for Public Administration, dated February 2016, and will make the same information available to property owners and prospective developers so that the City's incentives can be leveraged to the maximum extent possible.

A description of each incentive is provided in the previous section of this application. The City carefully considered various incentives to compliment this DDD application and approved the enclosed. The City incentives are meant to work to decrease the costs of developing within the DDD by reducing taxes and fees and by reducing the time to receive approval. The incentives encourage homeownership and establishing long term residents.

The benefits of designation are provided in an earlier section of this application. The City carefully considered the benefits of the incentives and how they encourage revitalization and economic development. It is anticipated that the recognition and economic incentives through the State's Development District designation, coupled with the City's strategies and incentives package, will stimulate context sensitive redevelopment and rehabilitation, improve housing conditions, and increase property values and tax revenues. The City will see a greater sense of pride in homeownership and property upkeep, which will result in a reduction of code violations and enhanced community perception. All of these help to create a stronger sense of place, community identity, and civic pride, which in turn, can improve public health and reduce crime.



Downtown Development Districts

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Legislative Body Resolution

Must be completed by applicants with FY16 application on file. Resolutions from previous application cycles will not be accepted.

Instructions: Attach a resolution that has been adopted by the legislative body of your municipality or county during the current FY19 application cycle. The resolution must affirmatively indicate that the legislative body supports the application for designation as a Downtown Development District and is willing to adhere to the District Plan and the Local Incentives for the duration of the District designation.

Date of Resolution 05/08/2019

Resolution Number

☒ Resolution Attached.

ATTACHMENTS

Maps

Map 1: District Boundary
Map 2: State Strategies
Map 3: Existing Land Use
Map 4: Future Land Use
Map 5: Zoning
Map 6: Historic Resources
Map 7: FEMA Flood Hazard Zones

Tables & Figures

Table 1: Census Data Summary
Table 2: Job Inflow / Outflow
Figure 1: Code Violation
Figure 2: Crime Incidents

District Plan

Letters of Support

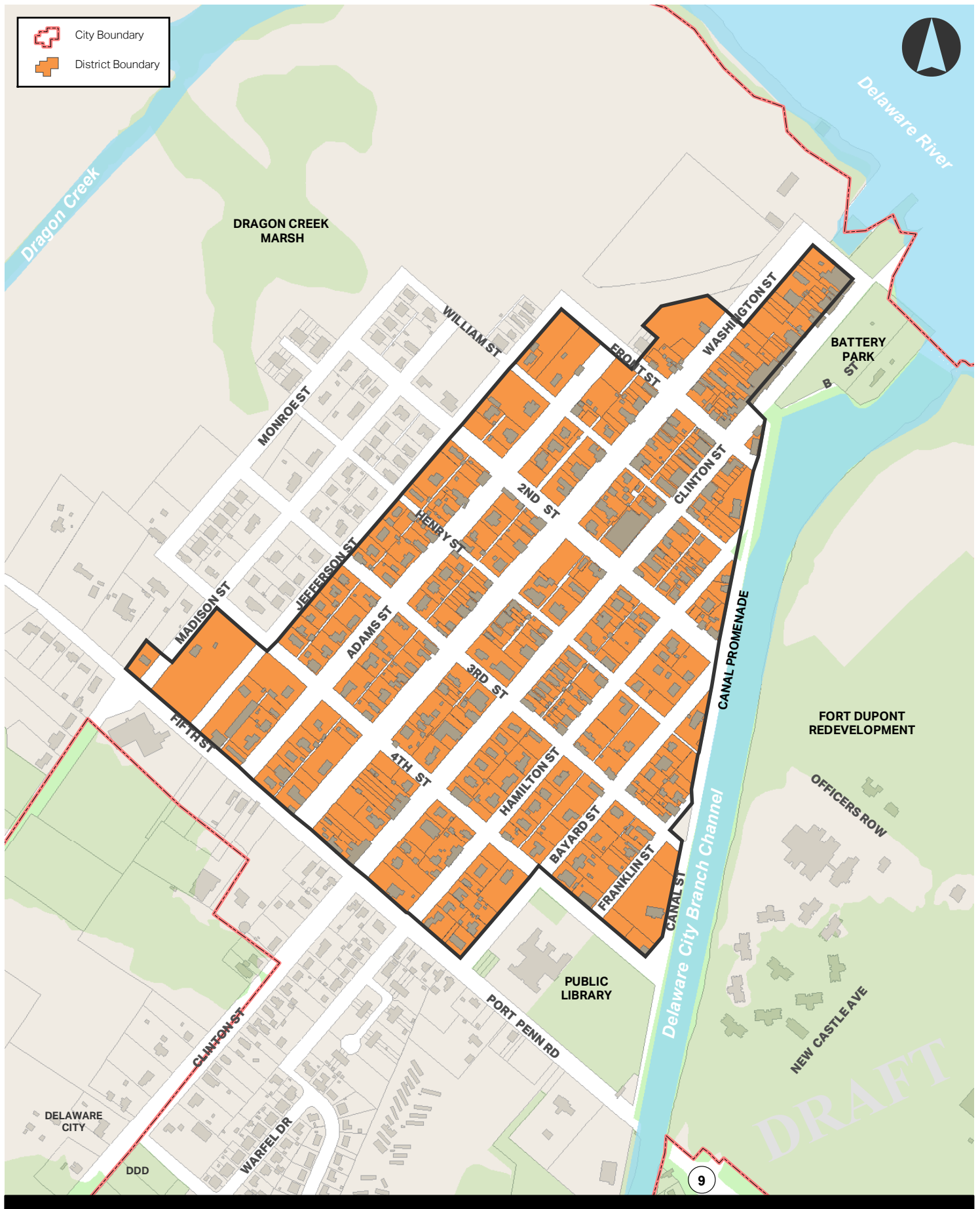
Draft Incentive Ordinances

Permit Fee Reduction
Tax Abatement and City Realty Transfer Tax Waiver

DDD Resolution

Approved Resolution #19-0508-01

MAPS



MAP1 - DISTRICT BOUNDARY
DOWNTOWN DEVELOPMENT DISTRICT
 DELAWARE CITY

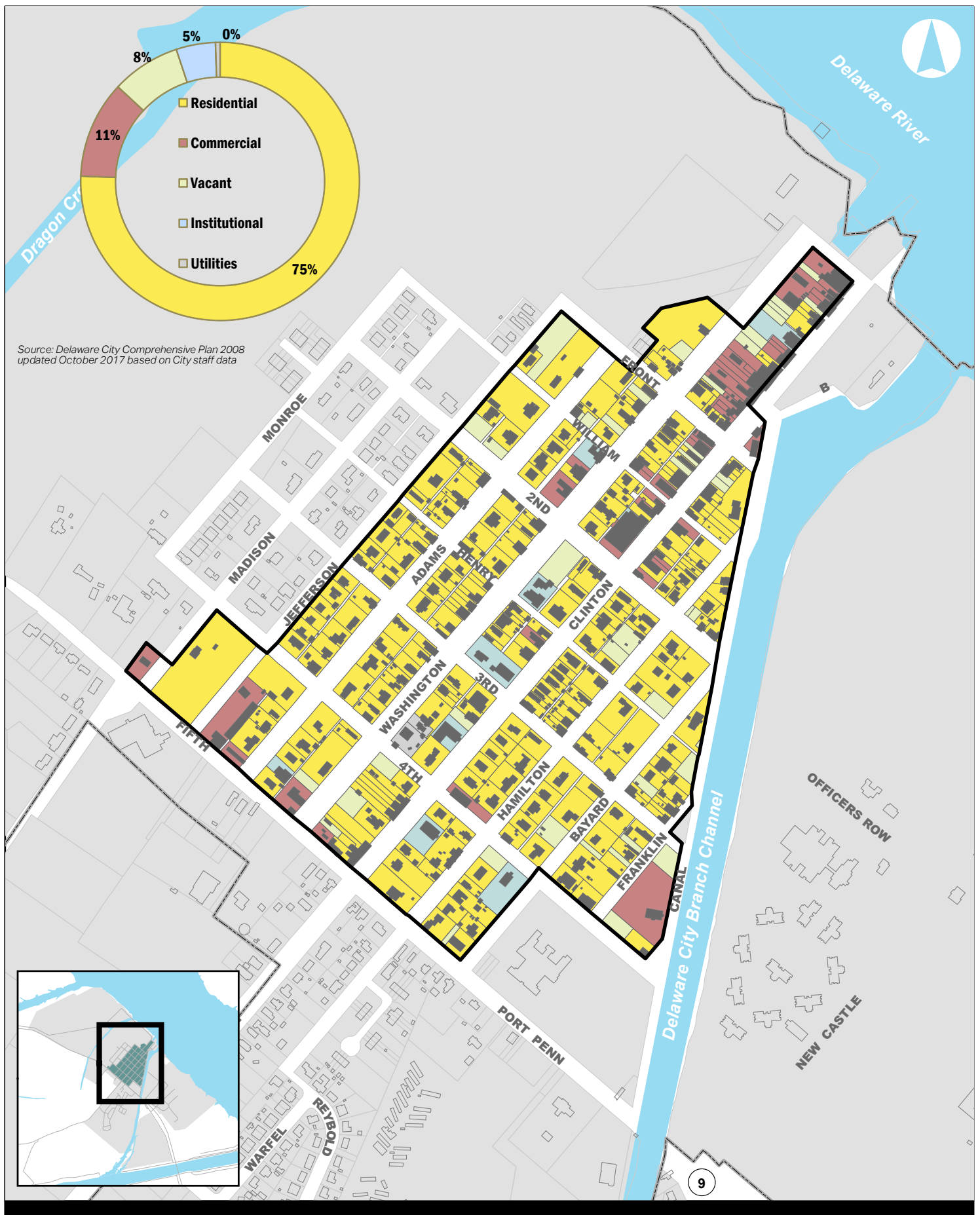
DDD Boundary:
 ~85 acres
 ~390 parcels



**DOWNTOWN
 DEVELOPMENT
 DISTRICT**



1 inch = 500 feet



MAP 3 - EXISTING LAND USE
DOWNTOWN DEVELOPMENT DISTRICT
DELAWARE CITY

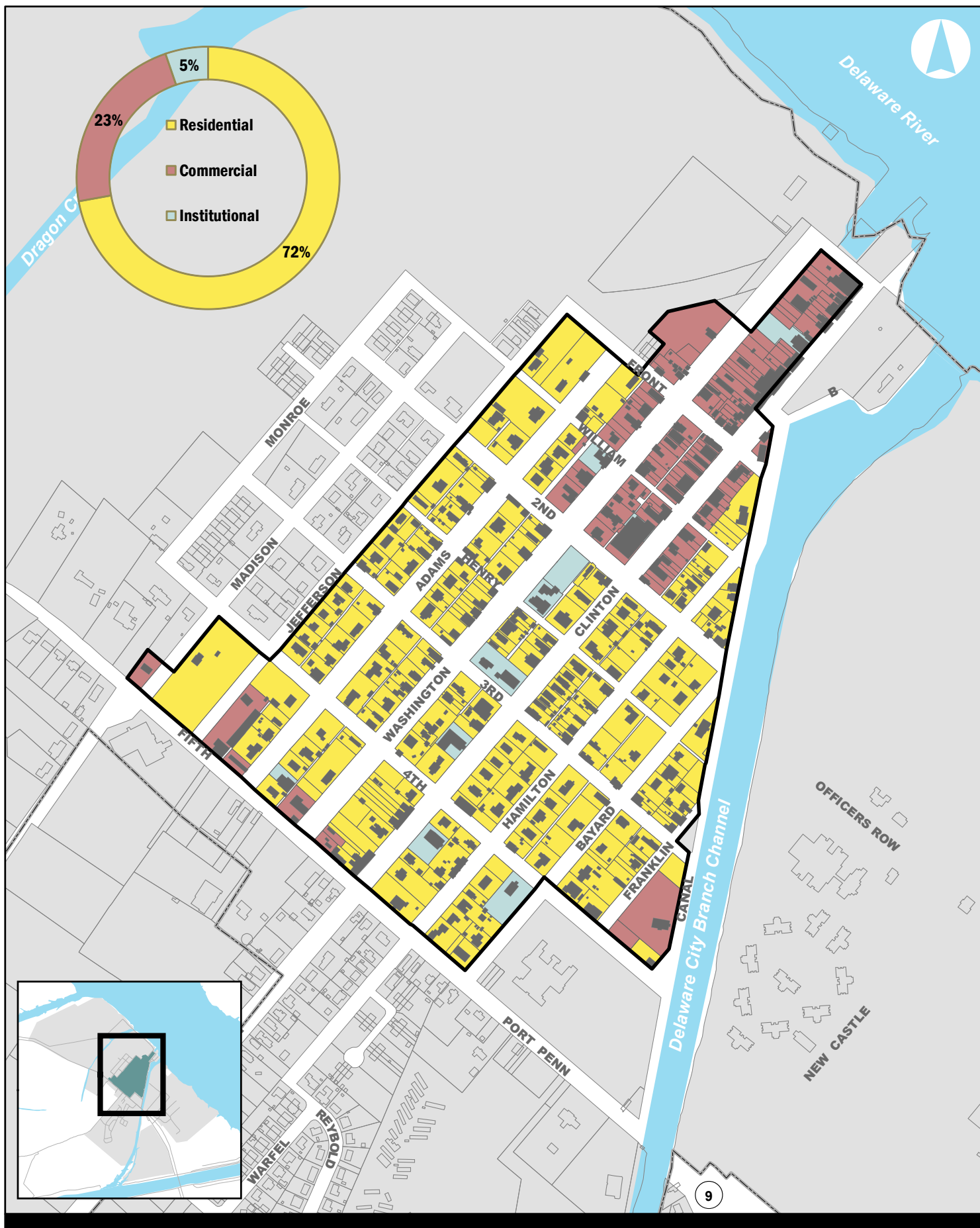
September 2017



**DOWNTOWN
 DEVELOPMENT
 DISTRICT**



1 inch = 500 feet

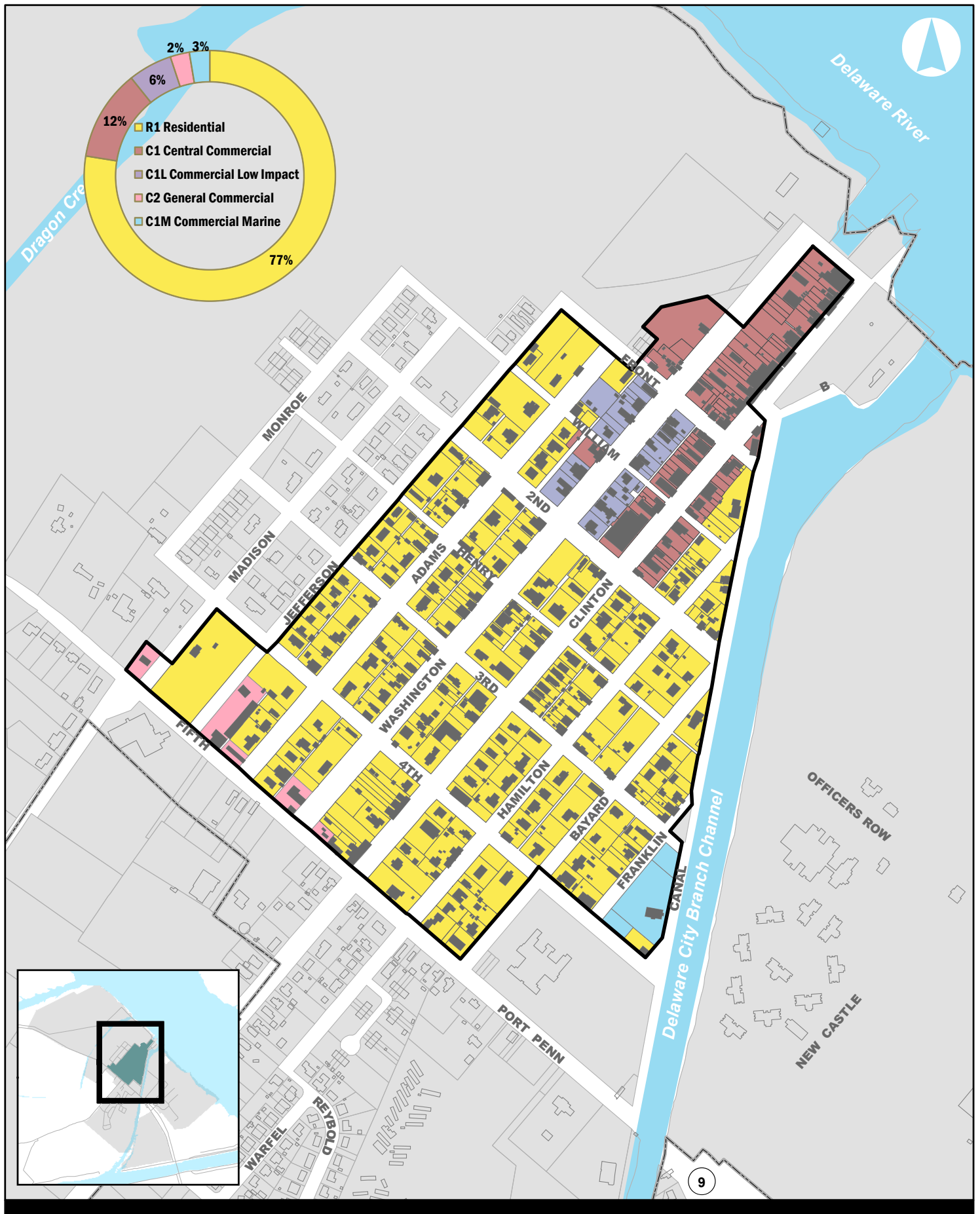


**MAP 4 - FUTURE LAND USE
DOWNTOWN DEVELOPMENT DISTRICT
DELAWARE CITY**

Data Source:
Delaware City Comprehensive Plan 2008

AECOM

1 inch = 500 feet



MAP 5 - ZONING
DOWNTOWN DEVELOPMENT DISTRICT
DELAWARE CITY

Source: Delaware City
 Official Zoning Map



**DOWNTOWN
 DEVELOPMENT
 DISTRICT**



1 inch = 500 feet



**MAP 6 - HISTORIC RESOURCES
DOWNTOWN DEVELOPMENT DISTRICT
DELAWARE CITY**

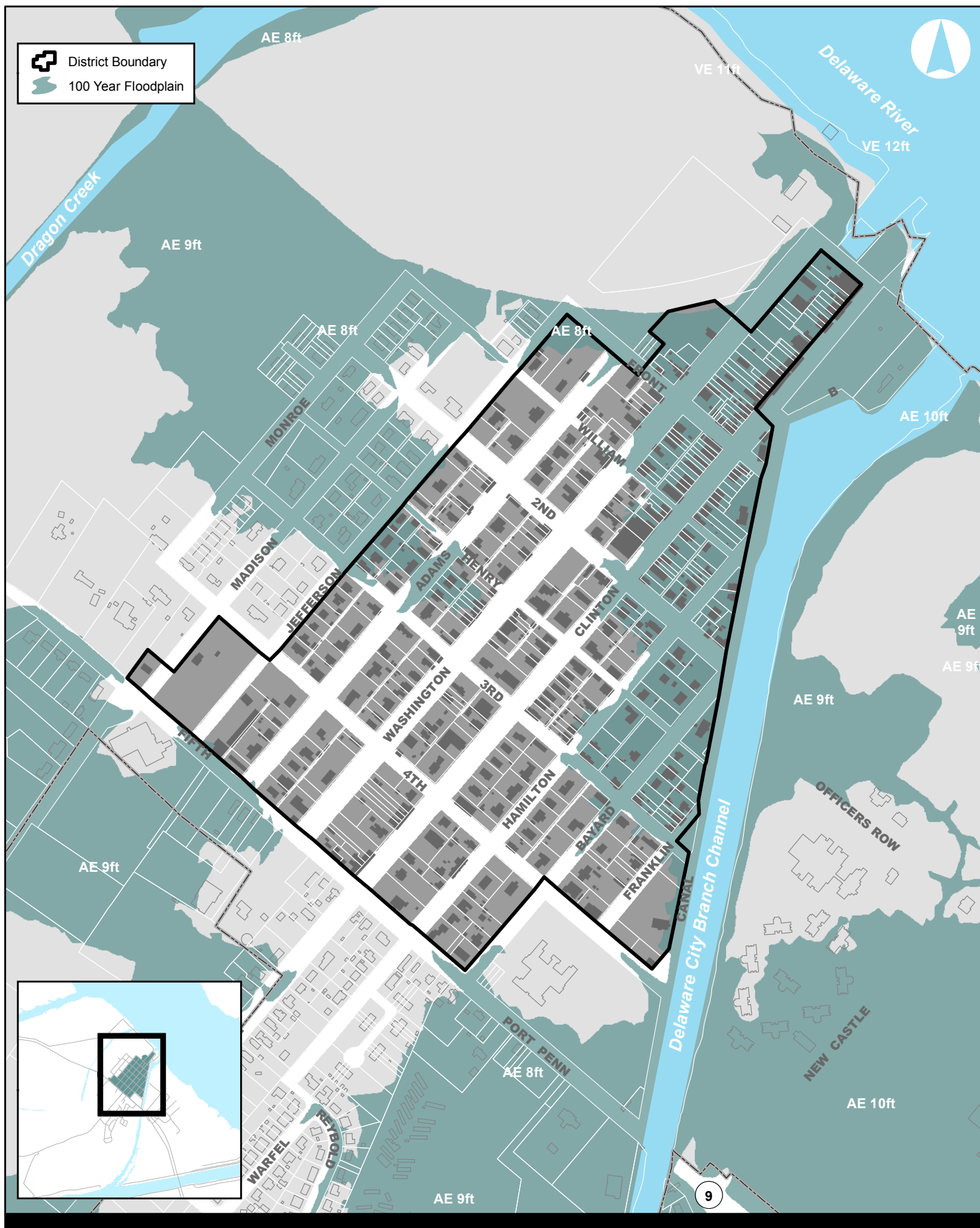
Sources: Comprehensive Plan 2008,
National Register of Historic Places



**DOWNTOWN
DEVELOPMENT
DISTRICT**

AECOM

Not to Scale



**MAP 7 - FEMA FLOODPLAIN
DOWNTOWN DEVELOPMENT DISTRICT
DELAWARE CITY**

Data Source:
FEMA Flood Hazards

AECOM

1 inch = 500 feet

TABLES & FIGURES

Table 1: Census Data Summary*Comparison*

	Tract 164.04 BG 2	Blocks*	City	County	State
Total Population	1,011	740	1,933	549,643	926,454
Median Household Income	\$ 65,365		\$ 57,813	\$ 65,476	\$ 60,509
Poverty Rate, All People	14.7%		13%	11.4%	12%
% Housing Built 1939 or earlier	45%		27%	12%	9%
% Owner occupied	64%	64%	59%	69%	71%
% Rental occupied	36%	36%	33%	31%	29%
% Vacant Housing Units	9%	14%	7%	8%	17%
Median Housing Value	\$ 194,600		\$184,800	\$ 242,400	\$ 231,500
% Low / Moderate Income	50%		42.9%		
Unemployment Rate	9.4%		10.5%	7.4%	7.7%

Sources: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates;
Bureau of Labor Statistics; HUD 2016 LMISD National Data Set, per 2006-2010 ACS

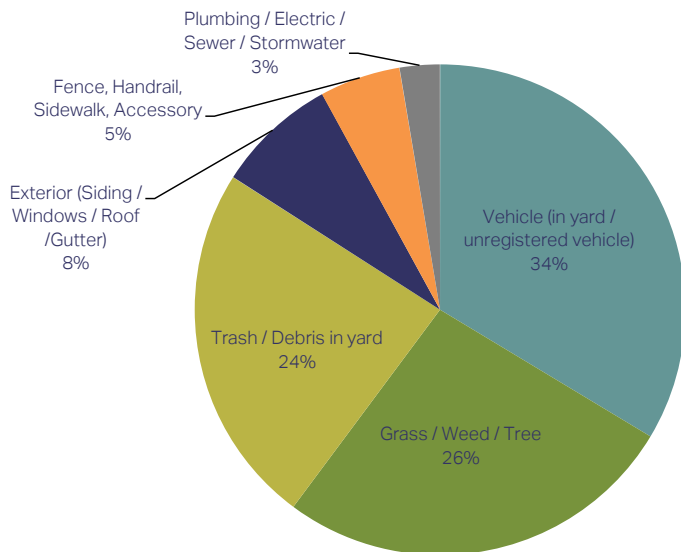
Blocks per 2010 U.S. Census; These Blocks most closely correspond to proposed District.

Table 2: Job Inflow / Outflow

Worker Totals and Flows	#	%
Workers Living within the district boundary	143	100%
Living in area, but Employed Outside	142	99.3%
Living and Employed in area	1	0.7%
Employed within the district boundary	351	100%
Employed in area, but Living Outside	350	99.7%
Employed and Living in area	1	0.3%

Source: U.S. Census Bureau's Center for Economic Studies, 2015

Figure 1: Code Violations Heat Map



Source: Delaware City Building and Zoning Department, July 2016 - November 2017

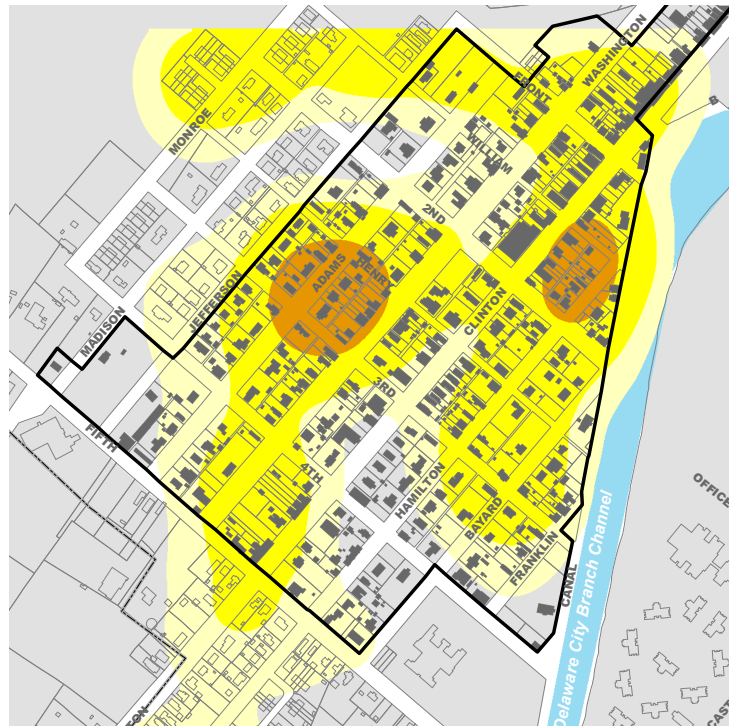
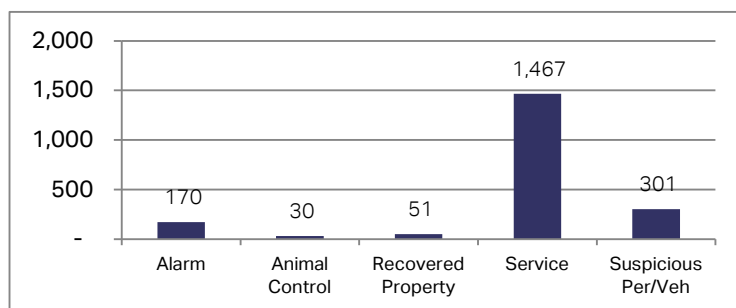
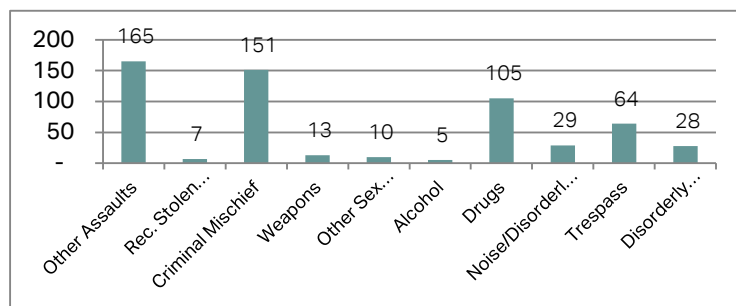
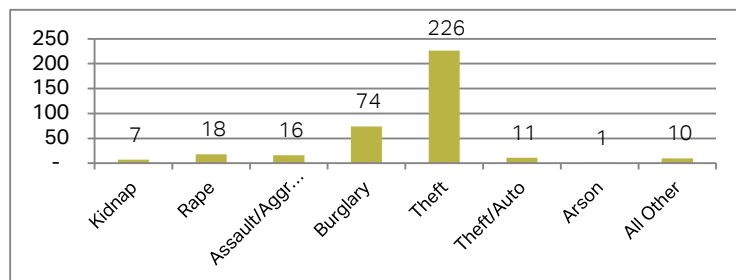


Figure 2: Crime Incidents, 2015-2017



Source: Delaware City Police Department, 2015-2017

DISTRICT PLAN

Delaware
Take a
Walk. City

DOWNTOWN
DEVELOPMENT
DISTRICT



Prepared By:

AECOM + Downtown Development
District Task Force



Acknowledgements

DDD Task Force

David Baylor, Chief of Police
Chester Bluck, Property Owner
John Buchheit, Business Owner
Carol Houck, City Manager
Norm Kennedy, Out of Town Resident
Tim Konkus, Main Street Delaware City Inc
Lisa Lindsey, Delaware City Refinery
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Linda Price, Resident
Dale Slotter, Business Owner
Jill Snow, Planning Commission
David Turley, Historic Preservation Commission
Jeffrey Randol, Fort DuPont Redevelopment
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Adam Poplas, Code Enforcer
City Clerk
Kathy Clifton, Assistant City Clerk
Bonnie Hanna, City Secretary
Max Walton, City Solicitor

Consultant Team

AECOM

***"The health of our commercial district
and its revitalization is the number one
priority of Main Street Delaware City."***

~Tim Konkus, Main Street Delaware City President

This Plan was prepared by the Town of New Castle with financial assistance provided by the Neighborhood Building Blocks Fund (NBBF) through the Delaware Economic Development Office, now known as the Delaware Division of Small Business.

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1

Introduction



3D aerial of the Downtown Development District

1. Introduction

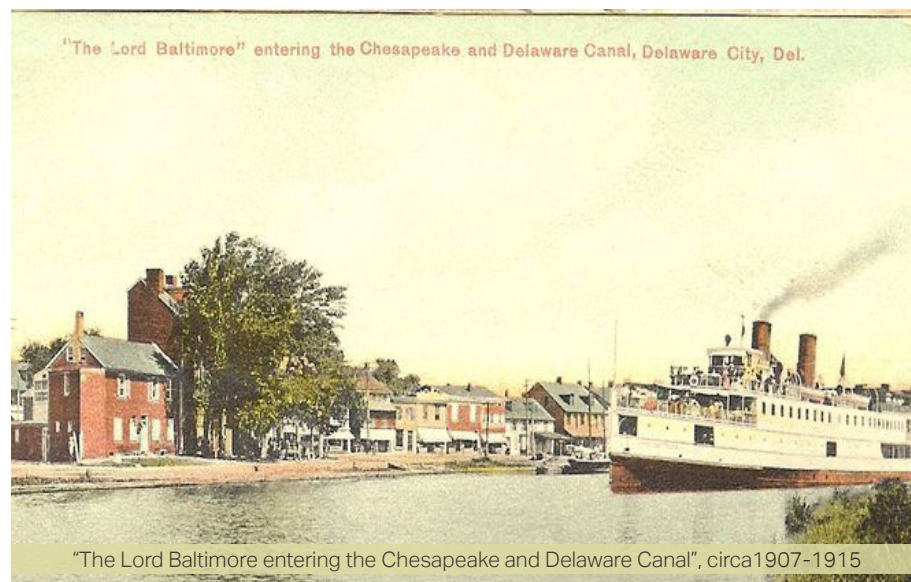
A. A Historic Past, A Bright Future

In 1938, during the Great Depression, the Federal Writers' Project recognized that, "While Delaware City resembles other sleepy waterfront communities that shriveled with the arrival of the railroad, it has never accepted that fate.... There is always, going on in the vicinity, or planned for the future, some large undertaking that may restore prosperity."¹ With improvements in recent years to its streetscapes, new trails, the Canal Promenade, and the forthcoming Fort DuPont Redevelopment, this sentiment holds true today.

Delaware City's rich history and bright future are intricately linked to the Delaware River and the Chesapeake and Delaware (C&D) Canal. Shortly following the canal's opening in 1829, the City's downtown and waterfront became a regional commercial hub for fishing and port shipping, thriving with maritime related businesses and activities.

Over time, there have been various occurrences that hindered the economic vitality of its downtown and waterfront from meeting its full potential. The shifting of the canal entrance to Reedy Point in 1927 started the economic decline. The advent of the railroad provided faster and more direct shipping than canal shipping, which decreased reliance on the port. Water pollution in the Delaware River and Bay devastated the City's commercial fishing industry. The construction of heavy industry along the River created adverse environmental and visual impacts as well as a negative perception by some that Delaware City is not much more than an industry town. In addition, like many historic downtowns, Delaware City has seen its downtown diminish as regional suburban shopping centers have attracted customers who once patronized downtown corner stores and small shops. And like many Delaware Bayshore towns, the construction of DE Route 1 offered auto and truck traffic a fast-paced 'relief route' to US 13 and DE 9 providing direct access to the region's larger ports in Philadelphia and Wilmington.

¹ Source: Delaware: A Guide to the First State, June 1938.



The entrance to the C&D Canal used to be at Delaware City, which allowed large vessels like the Steamer Lord Baltimore to dock here. In 1927, the entrance moved to Reedy Point. Today, the Branch Channel and Canal Promenade help make the City a popular destination for recreation and leisure.

1. Introduction

Bypassed by canal, rail, and highway, Delaware City experienced an economic decline. However, the City's historic and urban fabric was fortunately spared the widespread changes and adverse impacts seen in other parts of the region brought about by the industrial revolution and post war suburbanization.

Delaware City now offers visitors an experience, and locals a lifestyle, of a bygone yet rejuvenating maritime era. While the downtown and waterfront have experienced an economic decline since it's heyday of being a maritime hub, the City remains optimistic and committed to continuing its resurgence in recent years. Delaware City's commitment to ongoing revitalization and economic progress is evidenced by persistence and virtue, among other activities, of the City being a fully accredited Main Street America City. City leaders and the Delaware City Main Street, Inc. organization have been successfully rebranding the City as a historical and eco-tourism destination. While the downtown does not have all of the thriving maritime-related industries it once had, the Branch Channel, Battery Park, Dragon Run Natural Area, Fort Delaware and Pea Patch Island Nature Preserve, and the Historic District remain intact. These natural and historical treasures, as well as being the gateway to the Bayshore region and the C&D Canal and Mike Castle trail, now serve as economic and community drivers for the City's downtown revival era.

With this Downtown Development District (DDD) Plan and potential State designation, Delaware City will advance its resurgence and vision of being an active, healthy, dynamic, vibrant, and historic river port town. But this time based on recreation, leisure, cultural heritage and eco-tourism. Identifying the City's community and economic development needs, preparing development strategies and incentives, and obtaining State DDD designation are the next steps in restoring Delaware City's prosperity.



B. Purpose of District Plan

The purpose of Delaware City's District Plan is to set forth comprehensive economic and community development strategies and incentives that will stimulate and guide public and private investment towards ongoing revitalization and economic progress in the downtown. This Plan guides the City towards achieving shared goals of preserving and enriching the City's maritime heritage, creating a healthier and more vibrant downtown, and becoming a regional hub for community events, eco-tourism, history and the arts. This Plan identifies the downtown's key issues and challenges that are hindering the ability to achieve these goals and the current assets that help advance them. It then sets forth strategies and incentives to overcome the issues and capitalize on the many opportunities.

This District Plan was prepared in consideration of future submission to the State of Delaware for designation as a DDD. The State program is designed to promote healthy and vibrant downtowns as critical components of Delaware's economic well-being and quality of life. Aligned with this worthy State initiative, Delaware City intends to submit an application for designation as a District. Said designation will enable the City to leverage state resources in order to spur capital investments, improve commercial vitality, stimulate job growth, and improve housing opportunities.

Selection as a DDD will entitle private construction projects within the District boundary to receive grants to offset up to 20% of their real property investments. Investors who make qualified improvements to residential or commercial properties may also qualify for additional state and local development incentives.

Upon State designation, the City will be required to implement the incentives included in this plan. State designation notwithstanding, this Plan is a stand-alone document and will be a valuable guidance tool for the City's ongoing downtown economic and community development initiatives. While the strategies and incentives will be instrumental in their own right, they will have the most beneficial impact working in concert with and leveraging state funding if/when the State program is expanded and Delaware City is designated.



Clinton Street, 1905



Clinton Street, 2017

1. Introduction

C. District Boundary

Figure 1.1 delineates the proposed Downtown Development District boundary of the City of Delaware City. The District contains 390 parcels totaling 85 acres, including the streets and rights-of-way and no enclaves. The boundaries are the Branch Channel, Delaware River and 5th Street (DE Route 9), and Jefferson Street. The DDD Task Force reviewed multiple options for the boundary, but ultimately selected this boundary as the most appropriate option based on the existing conditions and areas that would benefit the most. The district centers on the historic core and mixed-use central business district surrounded mostly by single-family residential blocks. The district extends up to 5th Street, which includes commercial, residential and institutional uses. For the purposes of this study, the term “downtown” used throughout refers to this geography.

This boundary was delineated based on the following rationale:

- Logical geography based on topographical and physical limitations including the River, Channel and DE Route 9
- Captures a high concentration of relatively low median home values and household incomes
- Captures a high concentration of residential vacancies and code violations
- Builds upon the City’s strength of having one of the largest historic districts in the State
- Incentivizes preservation, rehabilitation and reuse of structures in the Historic District
- Strengthens the State’s Historic Preservation Tax Credit Program since property owners in the Historic District could leverage tax reductions with the DDD 20% grant for improvement costs
- Potential to draw in high traffic volumes from DE Route 9, which is the Bayshore Byway and Harriet Tubman Byway as well as the gateway to the historic downtown

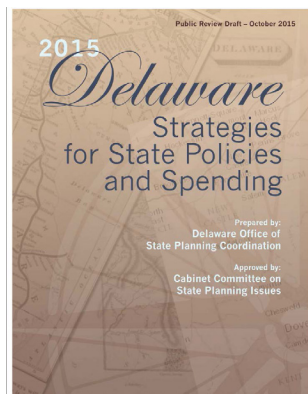
Figure 1.1 District Boundary



D. Planning Documents

Relevant plans and documents were reviewed to provide context and the backdrop for this District Plan. The goals and strategies outlined herein are generally consistent with the stated goals and strategies of other plans for the Delaware City area. Delaware City's Comprehensive Plan and New Castle County's Comprehensive Plan both aim to improve the quality of life by actively managing development, providing for a mix of land uses, preserving open space, and promoting infill and reuse of brownfields. Additionally, the Delaware Strategies for State Policies and Spending plan suggests meeting growth needs in part by reusing developed land and promoting infill development in existing communities like Delaware City. Lastly, the DDD Act was specifically enacted by the General Assembly in order to achieve the aforementioned goals with designation. It is with the Assembly's goals in mind that this Plan was written. The following provides a summary of relevant documents that were used to help inform the preparation of this District Plan and delineate the proposed District boundary.

Strategies for State Policies and Spending, 2015



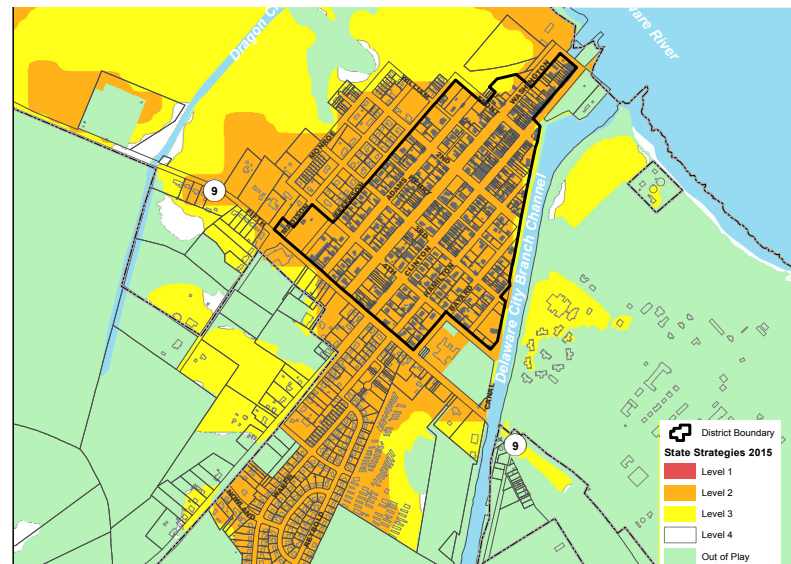
The Strategies for State Policies and Spending represent a combination of state and local land use policies intended to guide State agencies as they make investment decisions. The vast majority of Delaware City's proposed District boundary is defined as Level 2. The immediately adjacent lands are either defined as Level 3 or as out-of-play. See **Figure 1.2 State Investment Strategies**. The following provides a general description of these Level Strategies.

Levels 1 and 2 identify areas that are most prepared for growth and where the State can make the most cost-effective infrastructure investment for roads, public safety, and schools. The State encourages new development and reinvestment in these areas. In Investment Level 2 areas, state investments, policies and management tools should support and encourage compact mixed-use development where applicable, promote a variety of transportation options, foster efficient use of existing public and private investments, and enhance community identity and integrity.

Level 3 areas are adjacent to Level 1 and 2 areas but have environmentally sensitive features, agricultural-preservation issues, or limited infrastructure. Due to limited funds, the state will only build infrastructure in Level 3 areas once the Level 1 and 2 areas are substantially built out, or when the infrastructure or facilities are logical extensions of existing systems and deemed appropriate to serve a particular area.

Out-of-Play lands cannot be developed because they are federal- or state-owned protected lands, parkland, or regulations prohibit their development. Out-of-Play areas are generally not expected to be the location of private development activities; however, government entities, private property owners, and conservation organizations are still expected to invest for the purposes in which they were preserved. Some large areas adjacent to the proposed District boundary are Out-of-Play due to tidal marshes and wetlands. Battery Park and the Library / Community Center land are also considered Out-of-Play.

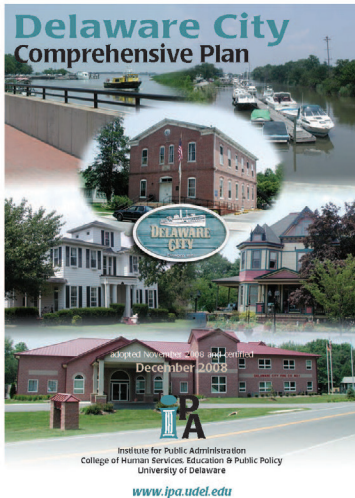
Figure 1.2 State Investment Strategies



Data Source: Office of State Planning Coordination

1. Introduction

Delaware City Comprehensive Plan, 2008

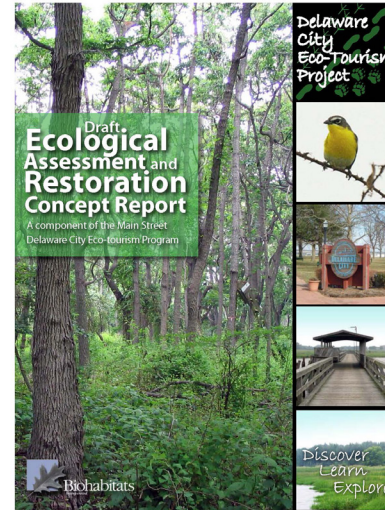


This District Plan furthers the overall community vision and goals expressed in the 2008 Delaware City Comprehensive Plan. The very first two Community Goals in the Comprehensive Plan embody the needs of the Downtown Development District: 1) Balance the mix of retail uses so that tourists and residents are each adequately served, and 2) Incorporate economic-development efforts with historic preservation. The City's Comprehensive Plan expresses the community desire of more

commercial activity, particularly a greater diversity in retail and convenience uses, and through the Future Land Use Plan and resulting zoning, the City is aiming to expand the central business district with a mixed-use zone. While doing so, the City encourages synergy between historic preservation efforts and economic revitalization through adaptive reuse of historic structures that does not alter scale, context and character. Residents are not anti-growth and value the City's compact, walkable, interconnected layout and circulation, its open space, and its architectural assets. The 2008 Comprehensive Plan crafted goals, strategies, and recommendations that are consistent with these community needs and values, which continue to be a priority in this District Plan. A ten year update to the 2008 Plan is currently underway.

The City encourages synergy between historic preservation efforts and economic revitalization through adaptive reuse of historic structures that is compatible in scale, context and character.

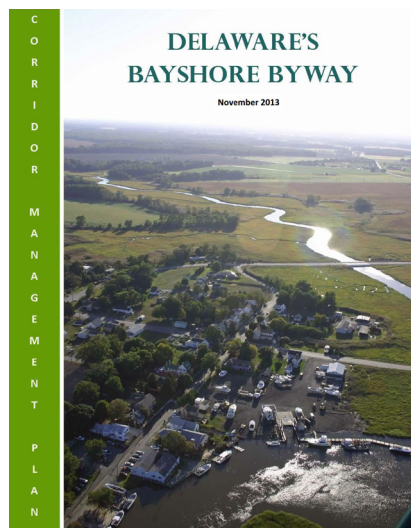
Ecological Assessment and Restoration Concept Report



The City's rich ecological surroundings such as freshwater marshes and ponds, streams, forested wetlands, and shorelines provide habitat for native fish and wildlife. This ecosystem makes Delaware City a unique destination where nature and maritime living come together. City leaders and the Main Street Delaware City Inc. organization have been successfully rebranding the City as an eco-tourism destination. Under the leadership of DNREC, the Ecological Assessment and Restoration Concept Report

established a shared vision and implementation strategy for eco-tourism. The Delaware Bay and shoreline, Pea Patch Island, and the Delaware River – waterway and shoreline were identified as ecologically significant resources that provide essential habitat for various migratory birds and fish, wader birds, and horseshoe crab reproduction. To make these resources safely accessible, vehicle parking, wayfinding points, information kiosks, and access points need to be placed in nearby areas. Numerous parcels surrounding the DDD were identified as potential locations for the needed amenities. The Historic District, Fort Delaware State Park, and Battery Park Eastern Lock of the C&D Canal were also identified as significant historic and cultural City resources.

Delaware Bayshore Byway Corridor Management Plan, 2013

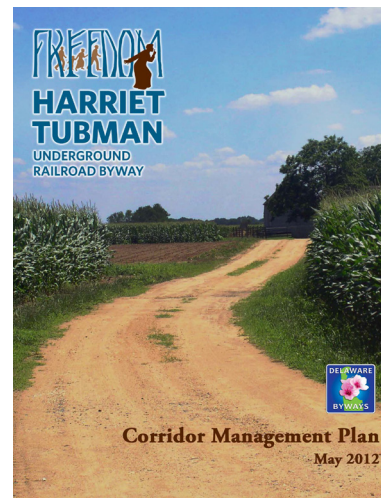


The Byway extends 52 miles from the City of New Castle to Dover, through a region known for its global ecological and historical significance. The local treasures along the Byway are the result of over 80 years of preservation and conservation efforts, offering travelers a quiet journey back to a less developed time with many natural and historic scenic vistas from its pastoral roadside, and access to the region's rich maritime heritage and abundant natural resources. The Byway connects

and directs activity into 10 Discovery Zones, including Delaware City. Discovery Zones are small towns and natural areas that are destinations with concentrated attractions and visitor amenities, and are activity areas where travelers can learn about the Byway, engage in educational, outdoor and recreational activities. The Byway links these Discovery Zones not just by means of a physical route, but also with a shared vision, mission, and goals to protect the region's rich maritime heritage and abundant natural resources. The CMP sets forth the State's Bayshore Initiative and tells the story and the aspirations of each Discovery Zone. The CMP also sets forth tools to preserve and enhance the Byway, and how various agencies and stakeholders can work together to implement the recommendations. Delaware City embraces its role as a Discovery Zone, and this District Plan seeks to augment and build upon the strategies and recommendations provided in the CMP.

Delaware City is a destination along the Bayshore Byway and the Harriet Tubman Byway, and a gateway to the other destinations.

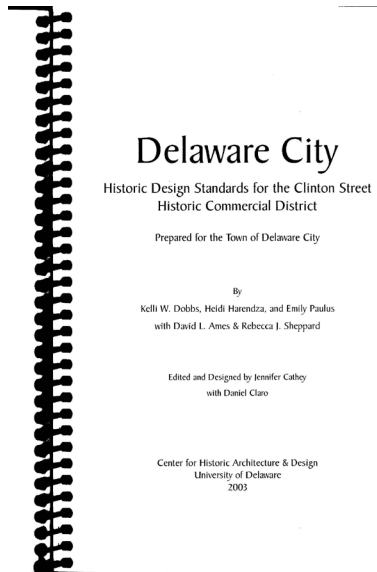
Harriet Tubman Underground Railroad Byway Corridor Management Plan, 2012



Delaware City is located on the Harriet Tubman Underground Railroad Byway (HTURB). The Byway includes routes and locations used by Freedom Seekers and conductors of the Underground Railroad, most notably Harriet Tubman. The Byway highlights sites of "abolitionist activities, as well as landscapes that help modern travelers to envision the 19th century landscape through which these Freedom Seekers moved". See <http://www.tubmanbywaydelaware.org/>

The Byway's Corridor Management Plan (CMP) 2012 recognizes nearby Polktown as a historically Free Black Settlement that provides historic context to the Underground Railroad and as an intrinsic resource with regional significance involving slavery and freedom. The CMP also recognizes that the area "visually evokes a general undisturbed historic landscape providing the traveler with an experience as removed as possible from contemporary intrusion". The Polktown area also has the African Union cemetery, which has graves of five African American soldiers who fought in the Civil War. Key goals of the CMP are to foster economic development and continued research with a clear course for future actions within the communities, including Delaware City, along the Byway. The CMP provides information that assists the preservation, promotion, interpretation, enhancement and management of the intrinsic resources, such as Polktown, found throughout the HTURB corridor. It sets forth promotion, economic development and marketing strategies as well as potential sources of funding and financing. It also discusses signage for wayfinding, interpretation and gateway signage. Many of the goals and strategies in this District Plan are ways to improve the visitor experience for travelers of the Byway.

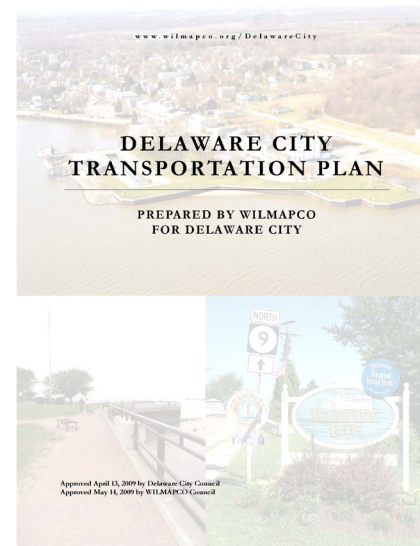
Historical Design Standards for the Clinton Street Historic Commercial District, 2003



During an economic revitalization in 2001, Delaware City developed the Historical Design Standards for the Clinton Street Historic Commercial District. This document narrates the historic development of Delaware City and the Clinton Street business district, describes the architectural periods and styles along Clinton Street, and provides general recommendations for renovations and repairs for the historic buildings. In addition, the design standards provide renovation recommendations for each building facade along Clinton Street. Clinton Street continues to

be the City's "Main Street". Delaware City has recognized this street as essential in any downtown revitalization effort. Clinton Street is located in the center of the proposed DDD and will continue to be integral in creating a healthy and vibrant downtown while maintaining the historic architectural heritage of the City.

Delaware City Transportation Plan, 2009



The Transportation Plan discusses transportation problems in Delaware City, and recommends solutions, which the City has been actively implementing. The Plan recognizes that the City has a compact, walkable character, yet the mobility is mostly occurring by car. A reason for this, as further discussed in this District Plan, is that residents generally need to travel beyond City limits for employment, shopping and services. While transportation improvements alone cannot create jobs and new businesses, when coupled with comprehensive land

use and economic development strategies, they certainly support overall economic vitality and promote tourism. Tourism has been increasing in recent years as people are drawn the Historic District, the waterfront, Fort Delaware State Park, community events, and as starting points for the Mike Castle C&D Trail, the Bayshore Byway, and the Harriet Tubman Byway. Since these trips are mostly by private vehicles, transportation improvements are now even more important to serve this influx of tourism, which will continue to be a major component of Delaware City's economy. Recommendations relate to pedestrian and bicycle routes, mobility and safety, traffic calming, public transit, emergency evacuation routes, connectivity to Fort DuPont, and accommodating the scenic byways.

The future success of Delaware City depends on maintaining and enhancing its transportation system to serve the current and future mobility needs of both residents and visitors.

Fort DuPont Master Plan

The vision of the 1829 map, which shows the City extending to land now in Fort DuPont, is becoming a reality. The redevelopment of the Fort DuPont complex has been anticipated since 1995 when the first master plan was published. This development would bring new visitors, residents, housing, and economic opportunities. In 2012, a Bond Bill was passed to develop a new master plan for redevelopment compatible with the City's historic character and recreational amenities, while encouraging economic development. The governor, DNREC, community members and consultants worked together on the master plan with the goal to bring the complex "alive again as a sustainable, mixed-used community-producing jobs, revenue, housing choices, and other amenities while preserving its historic character."¹ Another goal was to highlight Delaware City's historic value and recreational amenities, adding a destination for visitors.

The master plan was adopted as part of the City's Comprehensive Plan; however, it is not intended to have the force of law. It acts as a guide to redevelopment of the Fort DuPont Complex, and is subject to change by the Fort DuPont Redevelopment & Preservation Corporation.

The master plan and subsequent conceptual plan envisions multiple districts. The residential districts offer various housing types such as apartments/condominiums, single family homes, townhouses, duplex units and rehabilitated historic houses. Some of these units are available for sale while others are only for rent. Some of these units will be located within the Fort DuPont commercial and office districts creating a mixed-use environment.

¹ 1 Fort DuPont 2013 Master Plan, Sasaki, DNREC

The redevelopment also includes the restoration of the historic theater, addition of a restaurant, pub, and banquet hall. Open space has been reserved for outdoor festivals, concerts, and special events, while preserving the existing trails². In addition, through partnership between the Corporation and the Bayshore Byway program, planning and design is currently underway for a bike path around the Fort DuPont complex.

This new development could potentially double the City's population and attract new visitors to the area bringing new patrons to downtown businesses. Redevelopment of the complex is currently underway.

² <http://fortdupont.org>



Fort DuPont Conceptual Site Plan

Prepared by Duffield Associates

E. Community Outreach

The City held an extensive planning process that thoroughly evaluated existing conditions and community needs, and selected the most appropriate strategies and incentives to address these needs. The process was informed by a city-wide opinion survey and direction from a task force, which was formed specifically for this DDD planning process. The boundary, priority issues, goals, strategies, and development incentives were determined and vetted through this outreach process. The process built on, reexamined, and validated the current economic and community development analyses and strategies set forth in the City's many plans and studies discussed in Section 1D.

DDD Task Force

The Task Force members represent a diverse cross-section of City officials, residents, business owners, and stakeholders.

- David Baylor, Chief of Police
- Chester Bluck, Property Owner
- John Buchheit, Business Owner
- Carol Houck, City Manager
- Norm Kennedy, Out of town resident
- Tim Konkus, Main Street Delaware City Inc.
- Lisa Lindsey, Delaware City Refinery
- Adam Poplas, Code Enforcer
- Linda Price, Resident
- Dale Slotter, Business Owner
- Jill Snow, Planning Commission
- David Turley, Historic Preservation Commission
- Jeffrey Randol, Fort DuPont Redevelopment & Preservation Corp

The Task Force met four times. The agendas and summaries from the task force meetings are provided in **Appendix A**.

Downtown Opinion Survey

In an effort to better understand the resident and consumer's behaviors, opinions and concerns for the downtown area, the planning team conducted an opinion survey. The survey asked participants when they visit the downtown area and how they get there, if they feel the sidewalk and street conditions are safe, and if they feel safe in general. The majority (85%) of the respondents were residents. Residents and visitors seem to visit the downtown all days and times, but the majority (86%) stated the most common time they shop in the downtown is on weekends during the day. Most retail and service business appear to be open on weekdays and weekends until around 5:00 p.m., while the restaurants are open all week for lunch and dinner.

The participants were also asked what their single greatest concern of Delaware City's downtown is and what is one thing they would improve. The single greatest concern is business turnover. Suggested improvements included parking, sidewalks, and building façades. When asked 'what is the one word you would use to describe Delaware City's downtown', the responses were mostly positive and optimistic. The responses included "beautiful, charming, quaint, walkable, promising, and historic", among other similar positive remarks.

To ascertain what changes participants wanted, the survey asked what types of residents, clientele, and businesses or services they would like to see come to downtown. Per the responses, there is a clear desire for health and food related businesses. The following are the top responses: restaurants, pharmacy, produce, grocery store, butcher, bakery, café, and fitness gym. Participants were then asked if they would support local and State spending on public works projects and incentives for private investment to help realize some of the desired changes; and if yes, for what specific types of projects and improvements (i.e. façade, streetscape, historic preservation, etc.). The majority (87%) stated Yes, and the majority of responses were for historic preservation (84%), building rehabilitation (70%), streetscape improvements (64%), and flood / sea level rise protection and stormwater improvements (64%).

The word cloud results for the comment section of the survey are on page 15. The full results of the opinion survey are provided in **Appendix B**.



Opinion Survey Results

Survey participants were asked to provide one word to describe Delaware City's downtown most (top left), one thing they would improve (top right), one place they would patronize (bottom left), their single greatest concern (bottom right) . Words in the clouds that are the largest occurred more frequently.

2

Issues, Opportunities & Need



Clinton Street, between Front Street and Harbor Street, is also known as Merchants Row.

2. Issues, Opportunities & Need

A. Overview

Like numerous Delaware downtowns, there are many critical issues and challenges that may be deterring potential new homeowners, business owners, and investors and that may be hindering the City from meeting its full economic potential. The downtown area has aging buildings, sidewalks and streets, and there is a higher cost to rehabilitate older and historic buildings. Many buildings on Clinton Street would benefit by façade improvements, and many properties on Washington Street are vacant or underutilized. There is a high percentage of residents commuting out of the City for employment, and most employees in the City do not live in the City. Additional issues include relatively low home values, poor access to healthy foods and healthcare facilities, and the negative perception of being just an industrial town. Lastly, with the rise in tourism and the forthcoming redevelopment of the Fort DuPont complex, there is an increasing need to balance the needs of motor vehicles, bicyclists and pedestrians, as well as to balance the needs of residents and visitors.

Also like many historic downtowns, Delaware City presents particular advantages and exciting economic and community development opportunities for ongoing economic revival. The District has many strengths and assets that the City can build upon towards achieving the vision and goals for a healthier, more vibrant, and economically thriving downtown. Desirable assets include an intact historic district, the Clinton Street commercial corridor (aka “Merchant’s Row”), a compact walkable street network, Battery Park, the Canal Promenade, and the Mike Castle C&D Canal Trail, among many others.

This section describes these existing strengths and challenges with attention paid to the existing socio-economic and physical conditions in the downtown. This section also assesses and describes the downtown’s issues and the need for economic and community development strategies and incentives.



B. Demographics

U.S. Census

Population. Per the 2010 U.S. Census, 740 people lived within Delaware City’s proposed DDD area which was almost 40% of the City’s population of 1,933. **Figure 2.3** shows the Census block boundaries. While, the State of Delaware and New Castle County had a constant population increase between the years 1990 and 2015, Delaware City’s population fluctuated. Between 1990 and 1999, the City lost 14% of its population. From 2000 to 2015, the City experienced a vast growth surpassing the County and State population growth with a 17% increase from 2000 to 2010, and a 15% increase from 2010 to 2015. See **Figure 2.1 Population Trends**. The development of Fort DuPont would significantly increase the City’s population and provide more residents that would frequent downtown.

Age. The Delaware City population was divided in 5 age groups, as displayed in **Figure 2.2 Age**. In general, the City’s population age is evenly distributed with the exception of the 75 and older group (the “Greatest” generation), which only accounts for 2% of the total population. All other age groups have a 20% or higher representation. The largest group is “Generation X”, ages 35-54, whom account for 28% of the population. The median age for the DDD residents is 33, which is slightly younger than the median age of residents in the City (36), the County (37) and the State (39).

Table 2.1 Population Summary

	DDD	Block Group 2*	City	County	State
Population	740	1,011	1,933	549,643	926,454
Median Age	32.7	35.1	36.5	37.5	39.3

Sources: DDD geography values based on 2010 U.S. Census data at the block level.
All other geography values are based on 2011-2015 ACS, 5 Year Estimates.
* U.S. Census Block Group and Block boundaries are shown in Figure 2.3.

Figure 2.1 Population Trends from 1990 - 2015

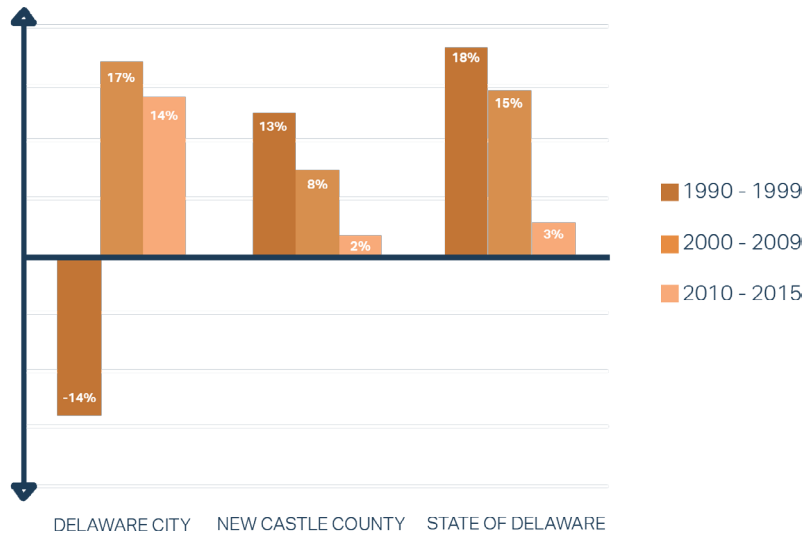


Figure 2.2 Age

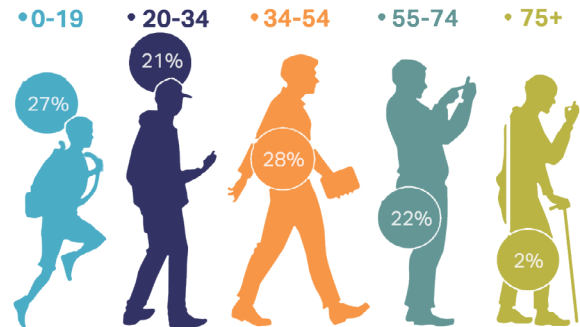
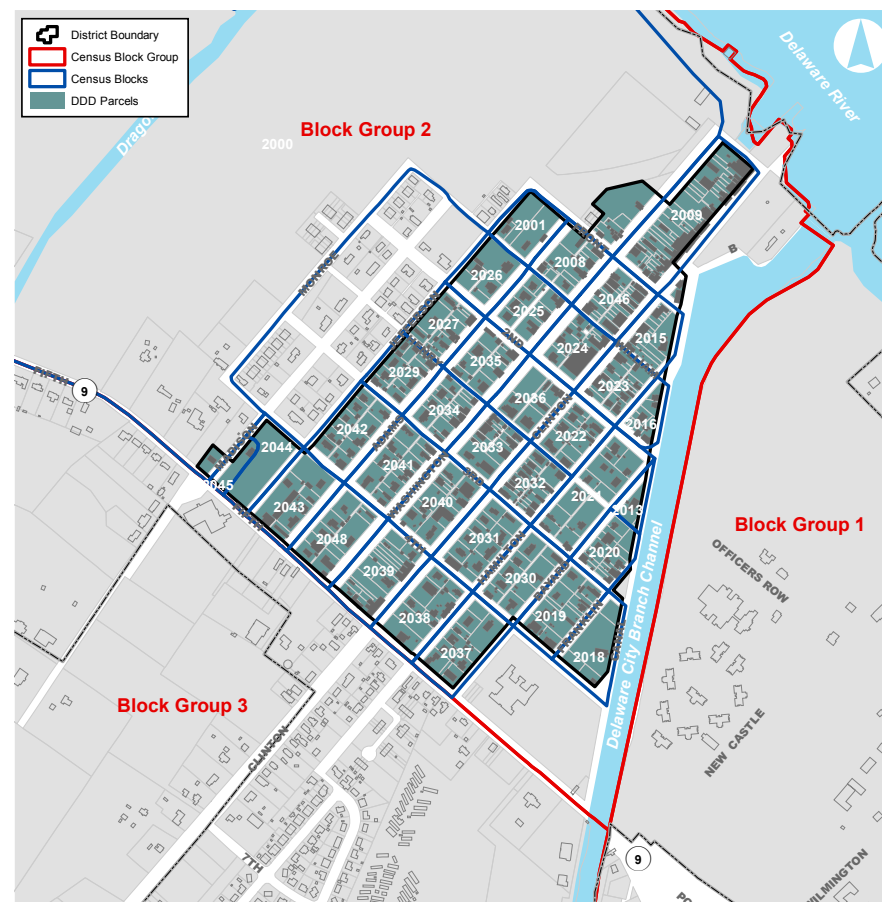


Figure 2.3 Census Block Group and Blocks

Source: 2010 U.S. Census; Proposed DDD Boundary is within Census Tract 164.04, Block Group 2.

Tapestry Lifestyle Segmentation

ESRI's Tapestry Lifestyle Segmentation is a Census data platform that classifies U.S. neighborhoods / zip codes into 67 market segments based on demographic, socio-economic, lifestyle and market profiles. The data profiles provide market insight on the population's lifestyle choices, what they buy, and how they spend their free time. Delaware City (zip code 19706) is classified as 97% "Parks and Rec" and 0.3% "Soccer Moms". The summary generalizes the Parks and Rec demographic sector as practical homeowners with modest homes and who live within their means. They are two-income married couples who are approaching retirement age and becoming empty nesters. These neighborhoods offer kid-friendly neighborhoods that are now attracting new generations of young couples and a diverse workforce. The 'Market Profile' data reveals that this group consists of budget-conscious consumers who occasionally like to dine out at family-style restaurants, attend movies, and take advantage of local parks and recreational activities. See **Appendix C - ESRI Tapestry Lifestyle Segmentation** for more detailed information on the Parks and Rec segmentation.

Most of the population within a 15 minute drive of zip code 19706 belong to the following segmentation groups: "Soccer Moms" (27%), "Enterprising Professionals" (22%), and "Savvy Suburbanites" (13%). Soccer Moms were generally described as affluent, family-oriented, and love time-saving innovations. Enterprising Professionals are 'up-and-coming' professionals, job changers, and renters. Savvy Suburbanites are well-educated, well-read, well-capitalized, and are domestic empty-nesters.¹

¹ See <https://webapps-cdn.esri.com/Apps/location-strategy-for-business/#/insights> for more detailed information on these segmentations.

2. Issues, Opportunities and Need

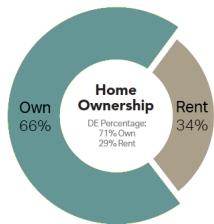
C. Housing

Wood-framed single-family detached are the most common types of houses. These housing units are typically on smaller lots with small setbacks from the street with front porches built up to the sidewalk. The redevelopment of Fort DuPont would add to the City housing stock with various housing types such as apartments/condominiums, single-family homes, townhouses, duplex units and rehabilitated historic houses.

Vacancy

One of the goals of the DDD is to build a stable community of long term residents by improving housing opportunities. In order to reach this goal, the DDD aims to decrease vacancies and increase homeowner occupancy. Within the proposed DDD, there are a total of 350 housing units, 302 units are occupied and 48 are vacant. The vacancy rate for the DDD is 14%, which is higher than the City (10%) and County (8%) vacancy rates. **Figure 2.4** illustrates vacancies at the block level.- The darker the color, the higher the vacancy percentage, which range from 0 to 50 percent.

Homeownership



Out of the 302 occupied units within the DDD, 198 units are homeowner occupied (65%) and 104 units are renter occupied (34%). The DDD's homeowner occupancy percentage is lower than the City (72%), County (69%), and State's (71%) figures. **Figure 2.5** illustrates the homeowner occupancy percentages throughout the DDD.

Value

Though the percentage of vacancies and rentals are higher throughout the DDD than the City, the median home value within block group 2 (\$194,600) is still greater than the City's (\$184,800). However, the DDD and City's median home values are significantly lower than the County's (\$242,400) and the State's (\$231,500). In block group 2, 88% of the homes have a value between \$100,000 and \$300,000.

Age

Forty-five percent of the housing units within block group 2, were built before 1939, which far exceeds the age of buildings in the City as whole and the County. See the figure below for the percentages of housing units by age.

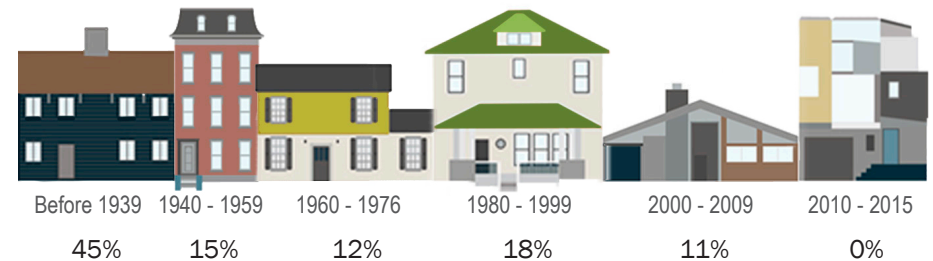


Table 2.2 Housing Summary

	DDD	Block Group 2	City	County	State
# Housing Units	320	420	782	219,421	414,416
Vacancy	14%	9%	10%	8%	17%
Homeowner Occupied	64%	64%	73%	69%	71%
Renter Occupied	36%	36%	27%	31%	29%
Median Home Value	n/a	\$194,600	\$184,800	\$242,400	\$231,500
Age of Structures (built before 1939)	n/a	45%	27%	12%	9%

Data Sources: Housing ownership and vacancy values within the proposed DDD are based on 2010 U.S. Census data at the block level. These Blocks most closely correspond to proposed District. All other geography values are based on 2011-2015 ACS, 5 Year Estimates.

Figure 2.4 Housing Vacancy

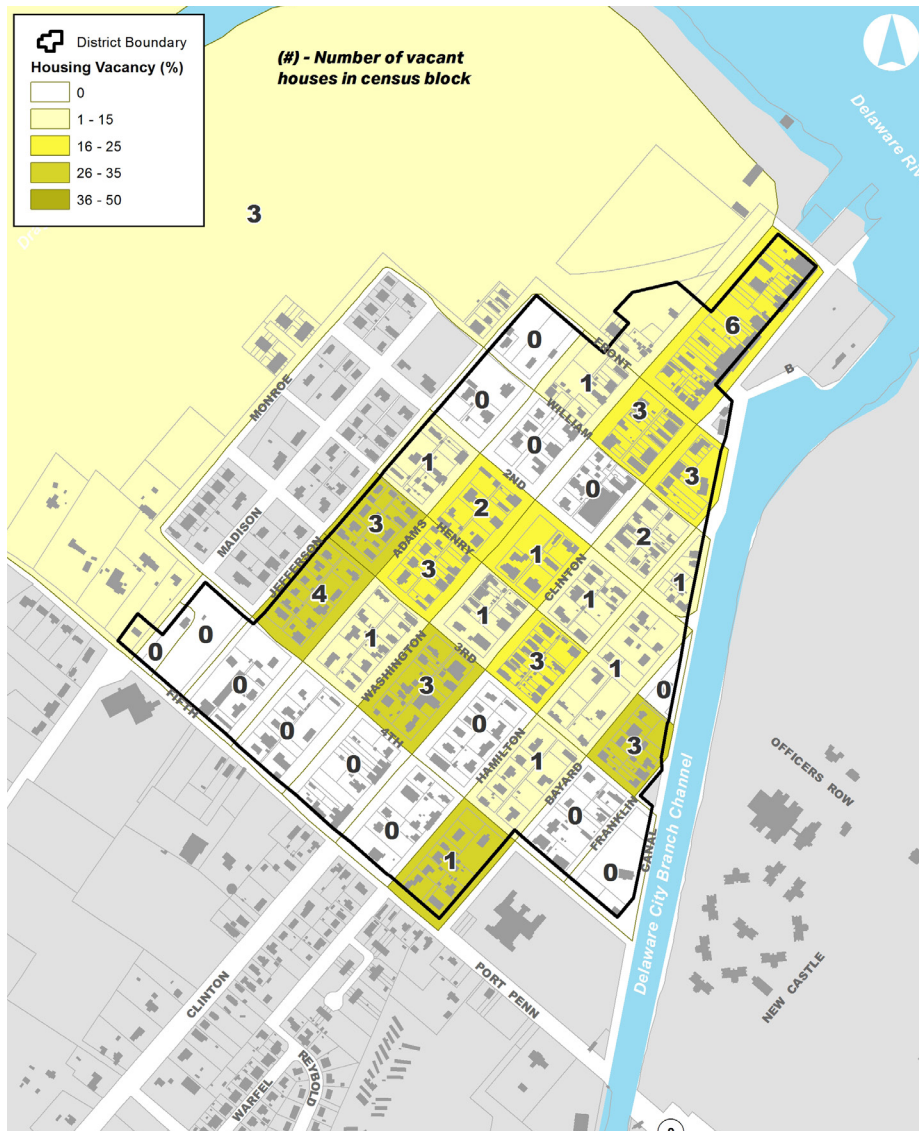
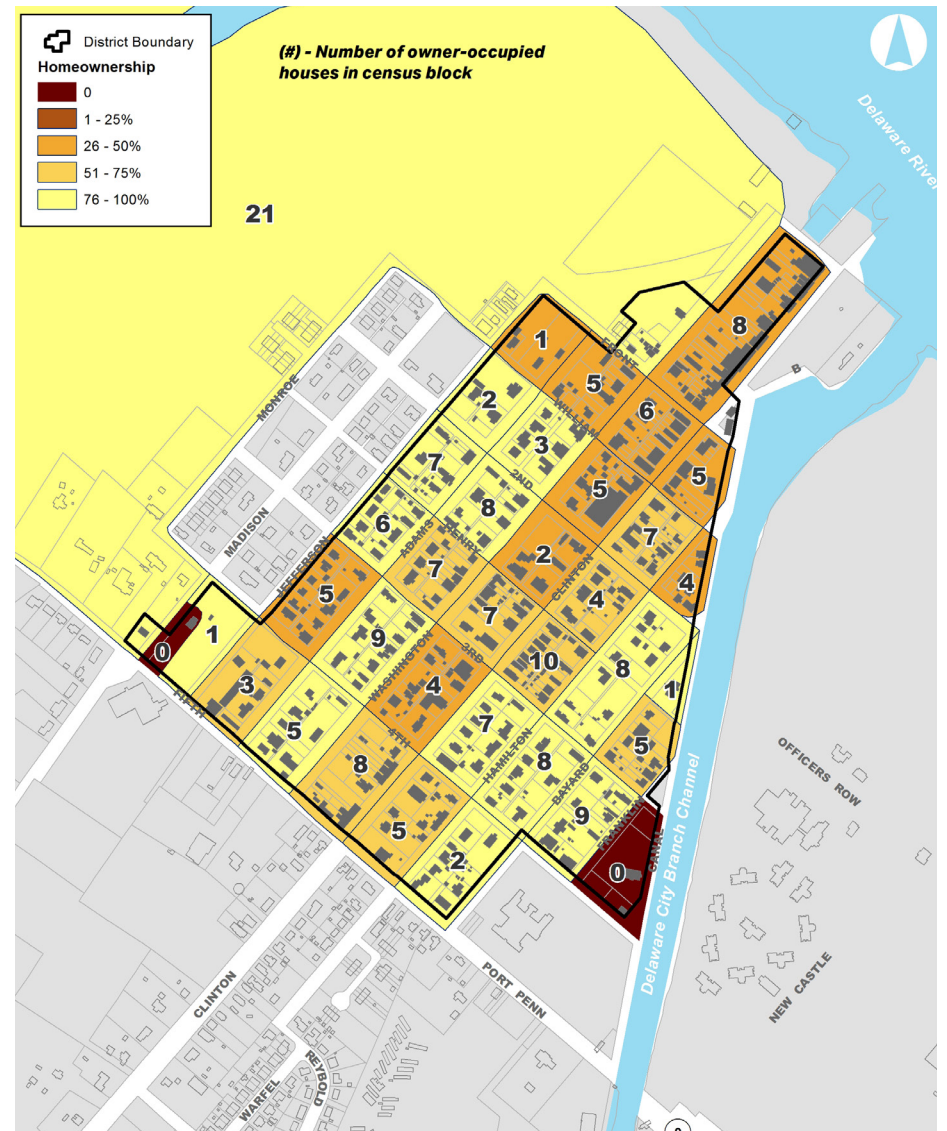


Figure 2.5 Homeownership



Data Sources: Housing ownership and vacancy values within the proposed DDD are based on 2010 U.S. Census data at the block level. All other geography values are based on 2011-2015 ACS, 5 Year Estimates.

2. Issues, Opportunities and Need

D. Code Violations

Older buildings typically require a greater degree of upkeep and maintenance and have a greater chance of being neglected or even abandoned. A visual survey and New Castle County parcel data shows the majority of the buildings in the downtown district are in fair to good condition, though many would benefit from some exterior improvements and property clean-up.

Based on City records between July 2016 and November 2017, there were a total of 240 code violations within the District which accounted for 43% of the total code violations for the entire City. The majority of these incidents (about 2/3) are related to property maintenance including building exteriors, high grass-weeds, debris in yard, and utility related incidents that violate the sanitary code. One-third are related to vehicle violations. See **Figures 2.6 and 2.7** for the location and types of the code violations.

Figure 2.6 Code Violations- Types

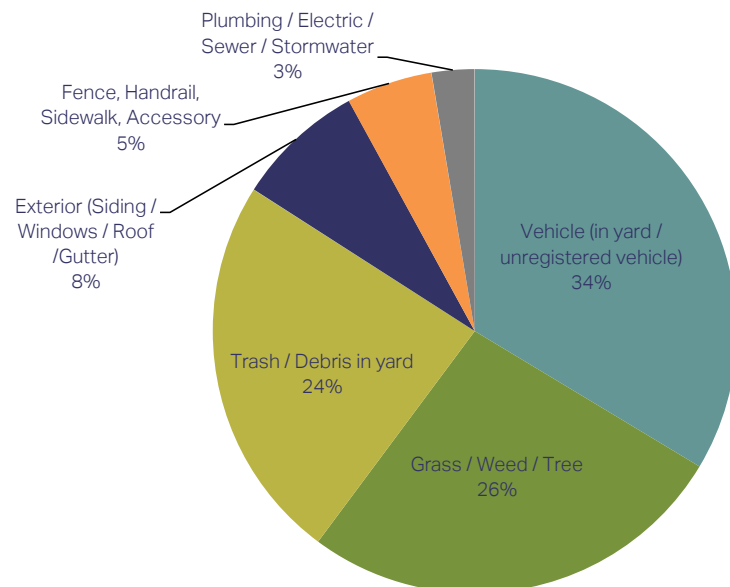
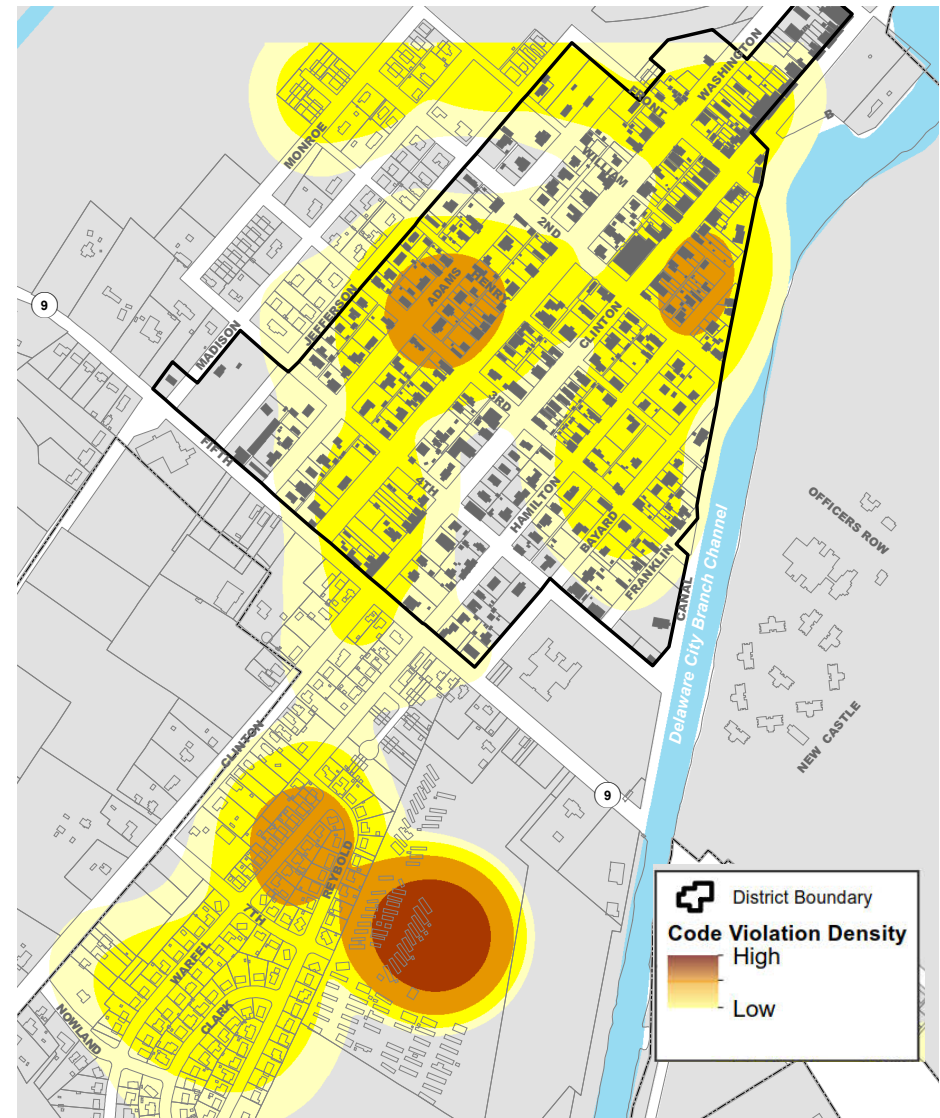


Figure 2.7 Code Violations- Location



E. Crime

The Delaware City Police Department provided the number and types of criminal offenses within City limits. Within the last 5 years, there were approximately 4,600 offenses reported. Half of these were Part II offenses which include simple assaults, criminal mischief, and drugs. Almost half were Part III offenses which are the least serious, these include responding to alarms and suspicious behavior and providing public service. A relatively small portion, but still deemed too many, were Part I offenses, which are the most serious and violent crimes. Theft and burglary were the most common Part I crimes. The number of incidents increased 40% between 2014 and 2017. A breakdown is provided in **Table 2.3** and **Figure 2.8**.

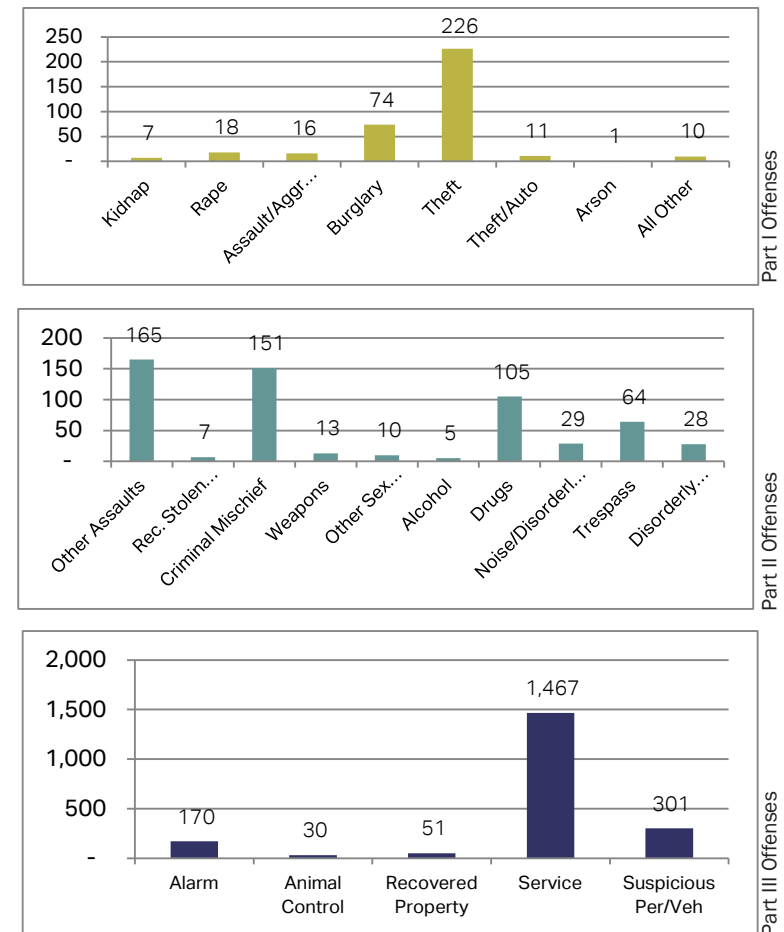
In response to a question in the downtown opinion survey, 98% of respondents stated that they feel safe during the daytime. About 80% of stated that they feel safe night.

Table 2.3 Reported Criminal Offenses

Part I Offenses						
Crime Classification	Jan-18	2017	2016	2015	2014	Total
Kidnap	0	2	3	2	0	7
Rape	0	8	5	4	1	18
Assault/Aggravated	0	7	1	4	4	16
Burglary	0	14	19	11	30	74
Theft	4	54	78	37	53	226
Theft/Auto	0	4	4	1	2	11
Arson	0	0	0	0	1	1
All Other	0	7	2	1	0	10
Part II Offenses						
Other Assaults	3	45	51	34	32	165
Rec. Stolen Property	0	3	0	3	1	7
Criminal Mischief	1	31	42	28	49	151
Weapons	0	5	2	3	3	13
Other Sex Offenses	0	2	5	2	1	10
Alcohol	0	0	1	2	2	5
Drugs	0	17	7	62	19	105
Noise/Disorderly Premise	2	13	8	3	3	29
Trespass	1	18	24	9	12	64
Disorderly Conduct	0	11	4	5	8	28
Other	42	611	422	321	262	1,658
Part III Offenses						
Alarm	6	58	39	35	32	170
Animal Control	0	15	9	3	3	30
Recovered Property	1	15	23	5	7	51
Service	26	418	419	341	263	1,467
Suspicious Per/Veh	12	86	57	63	83	301
	98	1,444	1,225	979	871	4,617

The City could reduce the number of people who do not feel safe at night by increasing overall activity, creating a more 24/7 downtown, and improving the appearance of the built environment. People feel safe in numbers and more activity means more “eyes on the street”. Ways to create a more comfortable and safe pedestrian environment, such as with lighting and other amenities are discussed in **Section H**.

Figure 2.8 Reported Criminal Offenses



Source: City Police Department, February 2018

F. Land Use and Zoning

Land Use

Figure 2.9 shows the existing land use, zoning, and future land use maps. The existing land use in the proposed DDD is predominantly residential (75%) and then the following land uses: commercial (11%), vacant (8%), institutional (5%), and utilities (0.5%). In general, the residential uses surround the central business district (CBD), which is located between Clinton and Washington Streets. The 5th Street (DE 9) corridor is interspersed with service-oriented commercial and single-family residential.

A public opinion survey conducted as part of the 2008 Comprehensive Plan revealed that the community desires more commercial activity, particularly retail and convenience uses, and favor new commercial growth over any other land use type. The 2017 DDD survey also indicates a general desire to increase retail diversity towards improving Delaware City's downtown. In response to the 2008 Plan survey and reaffirmed in the 2017 DDD survey, the Future Land Use map in the Comprehensive Plan proposes to expand the central business district by doubling the amount of commercial and mixed uses. The future land use in the DDD is still predominantly residential (72%), proposes to increase commercial (23%), and maintain institutional (5%). Commercial and mixed uses are proposed on both sides of Clinton Street and Washington Street from the river to 2nd Street. The types of commercial uses envisioned are small retail fronts, health food stores, boutiques, restaurants, artisan workshops, and studios. Since the area currently consists of commercial structures, some single-family, and a number of multi-family homes, an intent is to allow the reuse or rehabilitation of existing structures to the fullest extent possible, in order to maintain the architectural character of the zone.

It is noted that residents must travel about 8 miles for a grocery store that sell fresh fruits, vegetables and meats, and about 15 miles or more for urgent care, pharmacy, dialysis or lab services. In 2015, it was estimated that 10% of households do not have vehicles (2011-2015 American Community Survey 5-Year Estimate), and therefore may need to rely on the limited bus service in the City to access food and health care, or whom could benefit from having available options to walk to.

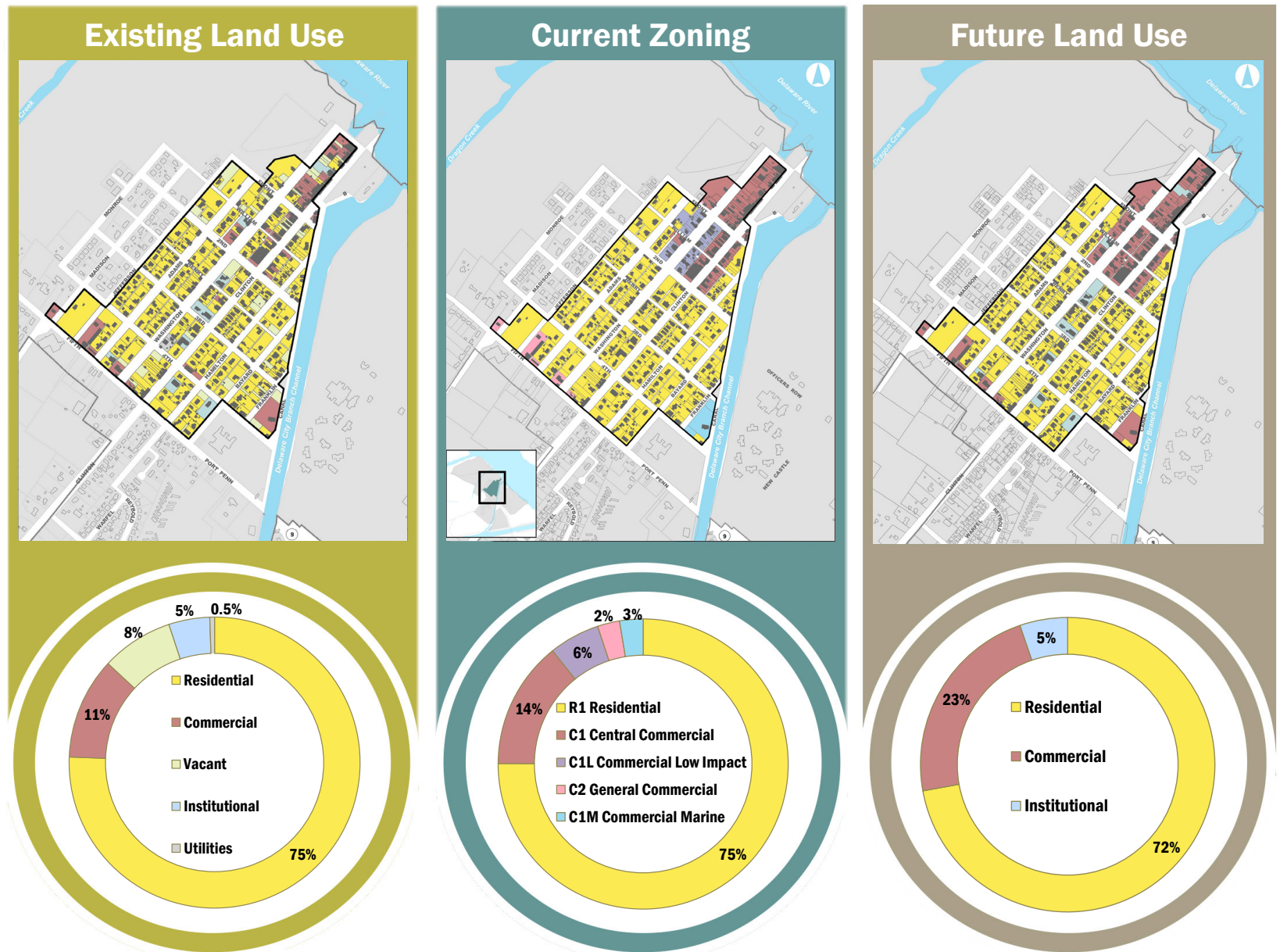
Zoning

The City's current zoning is generally consistent with the Future Land Map in the 2008 Comprehensive Plan. The DDD is made up of R-1 One-Family Residential and four different commercial districts: C-1 Central Commercial, C-1L Commercial Low Impact, C-2 General Commercial, and C-1M Commercial Marine. Towards achieving the vision and goals in the 2008 Plan, the zoning code was amended to permit a wider range of uses, require and promote building preservation, and require infill/redevelopment to be of compatible scale and architecture as the historic district. Within the CBD (C-1 zone), residential uses are not permitted on the first floor in order to reserve this street level space for commercial opportunities, preferably retail storefronts that attract people to walk downtown. Non-residential zones outside the CBD, allow civic and institutional uses, such as the Town Hall and churches, are located within walking distance of the CBD.

The strategies and zoning are in place for economic revitalization, which has helped foster commercial activity and historic preservation in the central business district as envisioned in the Comprehensive Plan. However, the existing land uses still need to expand to what is envisioned and permitted in the Plan. The most challenging steps in the City's ongoing revival era has been encouraging more private investment that would increase the mix of retail, and attracting and retaining business in the central business district. The DDD program will help incentivize commercial and mixed-use redevelopment where the goals, policies, and zoning are in place to support it, thereby achieving the goals of the Comprehensive Plan.

While the zoning in the central business district permit a range of uses that are conducive to typical main street downtown environments, the lot area and setback requirements may be a potential obstacle and barrier to infill development. The minimum lot area and street frontage requirements for commercial zoned properties, particularly for properties in the C-1 zone, are 5,000 square feet and 50 feet, respectively. In comparison, many of these lots are approximately 2,000 square feet with 20 feet of frontage. It is noted that small lot sizes, widths and front and side yard setbacks help to create a compact pedestrian-scale environment, which in turn helps to generate more foot traffic and business opportunities.

Figure 2.9 Land Use and Zoning



Data Source: Delaware City 2008 Comprehensive Plan and Official Zoning Map 2016

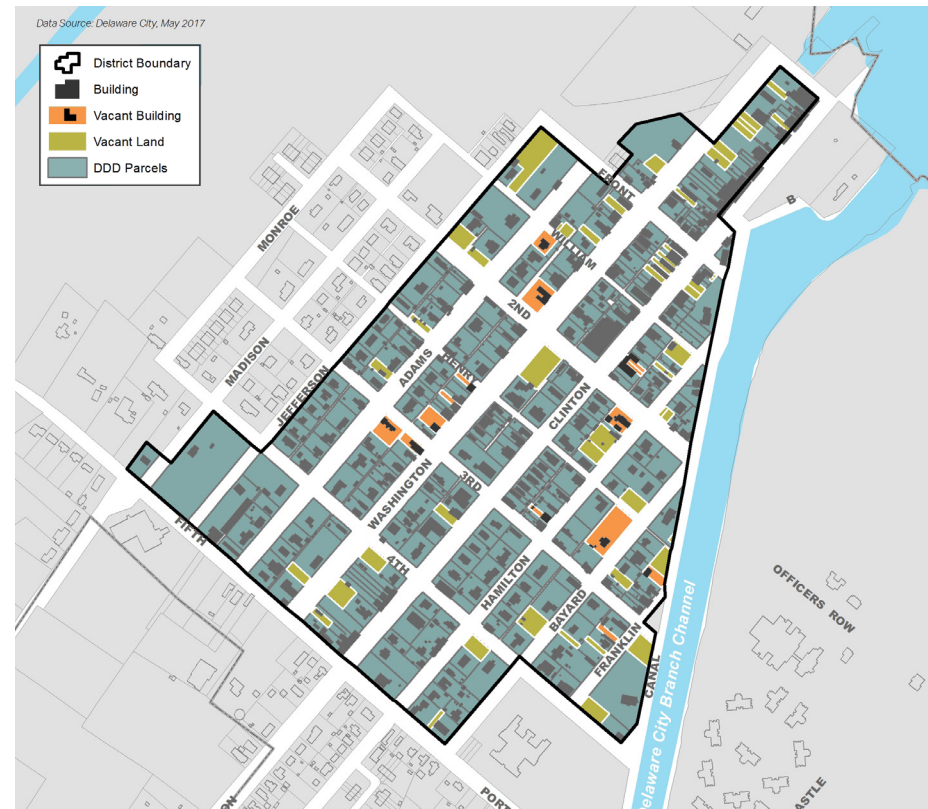
G. Vacant Property

The Comprehensive Plan promotes infill development on vacant parcels, as well as the protection and reuse of existing historical and architecturally significant structures. As shown on **Figure 2.10 Vacant Property**, there are many vacant lots and buildings within the District. There are 49 parcels, totaling 5 acres, in the District that are either entirely vacant or that have just an accessory structure (i.e. shed, detached garage). There are 14 vacant buildings on approximately 2 acres of land.

Sixteen of the vacant lots and one vacant building are currently zoned commercial and are located on the east side of 2nd Street. The only two commercial zoned parcels that are completely vacant are on the west side of 2nd Street are part of the Marina site and provide storage space for boats and boating equipment. The remaining residentially zoned vacant lots and buildings are scattered throughout the District on single small lots and do not comprise of any significant clustering in a specific area. The lots provide an opportunity for small-scale infill development and redevelopment that complements the City's historical context, architecture styles, and small town character. While the vacant buildings may raise both aesthetic and public health and safety issues, they can also be considered an asset as they offer rehabilitation and reuse opportunities. Perhaps the most significant and prime redevelopment opportunity is on Washington Street, between Front Street and Harbor Street. There are a few lots that are wide enough and long enough to be subdivided or combined and developed. See **Figure 2.11** for locations of these opportunities. There appears to be a need to inventory and evaluate the vacant, underutilized and subdividable lands in this area to determine the potential for redevelopment, and then develop a master plan with a vision for the area.

Lastly, there are also some vacant storefronts on Clinton Street. Respondents to the opinion survey appeared to believe that high amount of storefront vacancy and business turnover is a major challenge facing the Downtown. There is a need to further evaluate turnover issues and to increase communication with residents to create awareness and build a positive perception over time.

Figure 2.10 Vacant Property



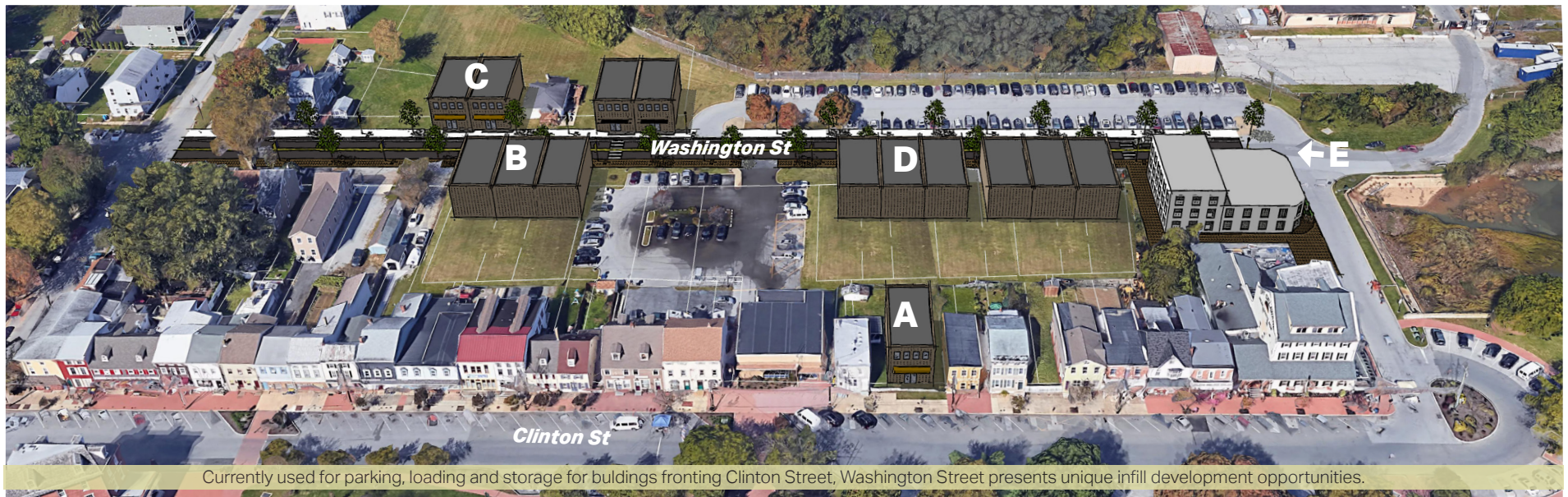
Vacant storefront in 2016.



Vacant building under renovation in 2017.

Like many downtown main streets, the City has seen long term vacancies as well as a turnover of properties.

Figure 2.11 Redevelopment Opportunities on Clinton Street and Washington Street



H. Income, Poverty and Employment

Income and Poverty

Though Delaware City experienced a vast population increase during the years 2000 and 2015 and most of this population was within working age (15-64), the Downtown and City economy did not grow. Instead, poverty and unemployment highly increased in these years.

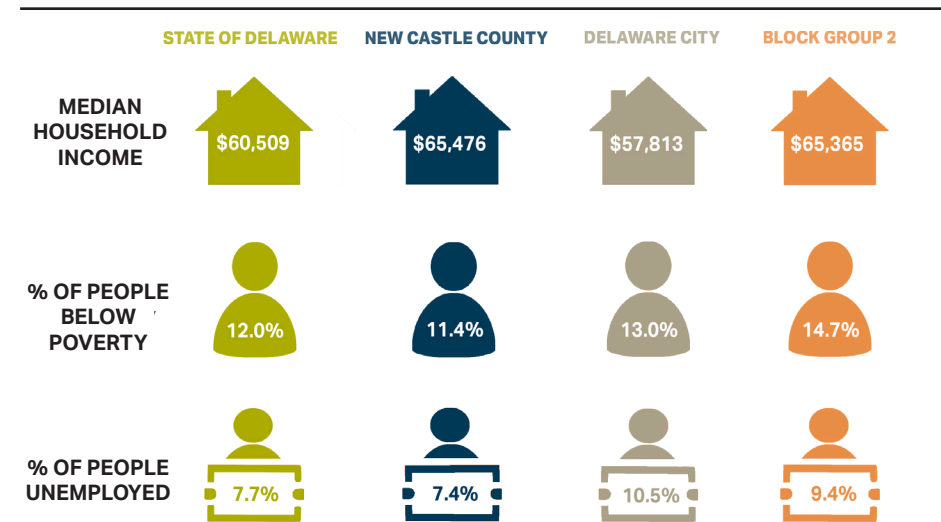
As of 2015, Delaware City's median household income was \$57,813. This income was 12% lower than the County's and 4% lower than the State's. Block group 2 had a median household income of \$65,365, which was 13% higher than the City. But this same block group had a higher percent of people below poverty than the City. As of 2015, the percentage of people below poverty in block group 2 was 14.7%. In 2000, the City's percentage of people below poverty was 8.5% and by 2015 it was 13%. It is important to note that from 2000-2015 the City experienced a 53% increase in the percentage of people below poverty. The largest demographic groups living in poverty in 2016 are Female 35-44 and Male 55-64.

Most concerning, was the City's 200% unemployment rate increase between the same years. The City's unemployment rate increased from 3.4% in 2000 to 10.5% in 2015. Not surprising, the need for government assistance within the City increased as well. Just from 2010 to 2015, the number of households receiving food stamps more than doubled. As of 2010, only 7.25% of the City households received food stamps. By 2015, 17.94% of the City households were receiving food stamps. The high increase of poverty and unemployment as the population increased make evident the need for additional economic and healthy living opportunities for City residents.

Employment

Job Types. According to the U.S. Census Bureau's Center for Economic Studies, there were 143 primary jobs within the District in 2015, and 351 people living within the District who held primary jobs. (A primary job is a single job per worker, public or private, that is the highest paying job for that individual.) Industries representing the District's workers are listed in **Table 2.5**.

Figure 2.12 Income, Poverty, and Unemployment



Source: 2011-2015 ACS, 5 Year Estimates.

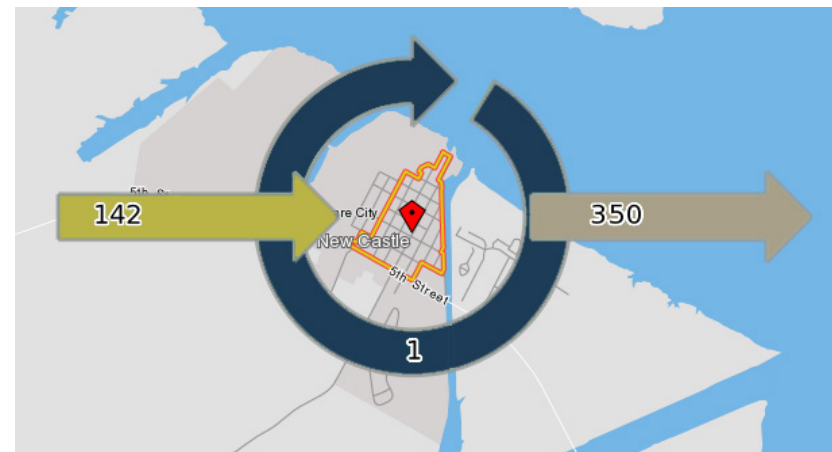
Table 2.5 2015 NAICS Industry Sectors Job Count

NAICS Industry Sector	Work in District		Live in District	
	#	%	#	%
Construction	39	27.3%	28	8.0%
Accommodation and Food Services	33	23.1%	26	7.4%
Wholesale Trade	20	14.0%	14	4.0%
Public Administration	14	9.8%	18	5.1%
Finance and Insurance	13	9.1%	27	7.7%
Retail Trade	8	5.6%	45	12.8%
Real Estate and Rental and Leasing	6	4.2%	1	0.3%
Arts, Entertainment, and Recreation	5	3.5%	5	1.4%
Transportation and Warehouse	3	2.1%	21	6.0%
Utilities	0	0.0%	3	0.9%
Manufacturing	0	0.0%	19	5.4%
Information	0	0.0%	4	1.1%
Professional, Scientific, and Technical Services	0	0.0%	27	7.7%
Administration, Waste Mgt and Remediation	0	0.0%	24	6.8%
Educational Services	0	0.0%	33	9.4%
Health Care and Social Assistance	0	0.0%	46	13.1%
Other Services	0	0.0%	10	2.8%

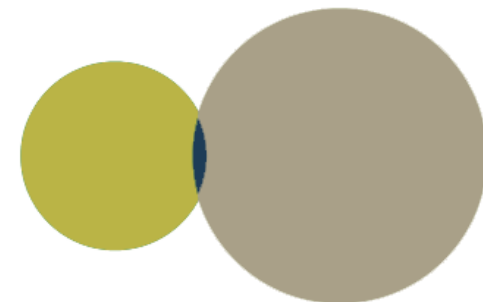
Source: U.S. Census Bureau's Center for Economic Studies, 2015

Job Inflow and Outflow. There is a glaring imbalance between the number of people who are employed within the District and live outside the area, the number of people who live within the District and employed outside the area, and the number of people who both live and are employed within the District. Of the 351 workers that live in the District boundary, only one both lives and works there. **Figure 2.13** shows the inflow and outflow of jobs. This is an important statistic to understand since the City desires to become a more successful live-work-play community. A live/work community is one where people are walking around and interacting in the community. Throughout the day and evening, people are running daily errands, going out to eat, and socializing after work. There is a need to create a more balanced inflow and outflow of workers by increasing job opportunities for residents and housing opportunities for employees to create a more vibrant and healthy live/work community. The City should try to capture some of those that live outside the City and strive for more of an overlap of people both living and working within the District. Employers would benefit from a stable workforce living nearby, employees benefit from time saved on their commute, and communities benefit by having a more 24/7 active community and increased investment from new residents.

Figure 2.13 Job Inflow and Outflow



Source: U.S. Census Bureau's Center for Economic Studies, 2015



142 - Employed in Selection Area, Live Outside
350 - Live in Selection Area, Employed Outside
1 - Employed and Live in Selection Area

	Count	Share
Employed in the Selection Area	143	100.0%
Employed in the Selection Area but Living Outside	142	99.3%
Employed and Living in the Selection Area	1	0.7%
Living in the Selection Area	351	100.0%
Living in the Selection Area but Employed Outside	350	99.7%
Living and Employed in the Selection Area	1	0.3%

2. Issues, Opportunities and Need

Where Employed Residents are Going. Of all the employed residents in the District, approximately 40% (137) worked less than 10 miles from their home, including about 8 that work in the City limits. **Figures 2.14 and 2.15** show the distance, direction and destination of where District residents commute to work.

Figure 2.14 Destination of where Residents in the District Commute to Work

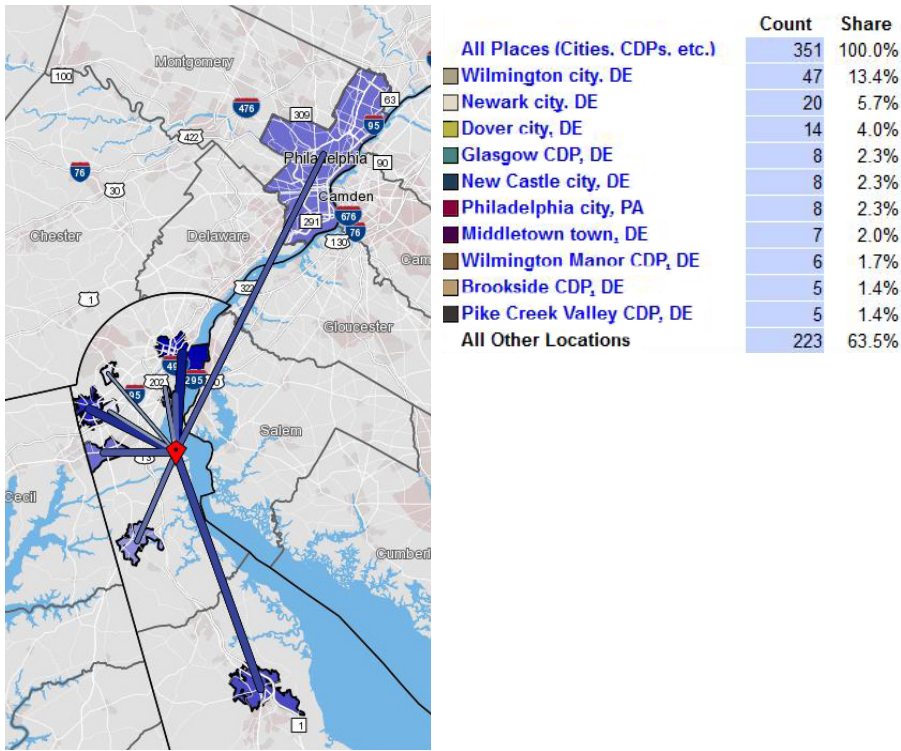
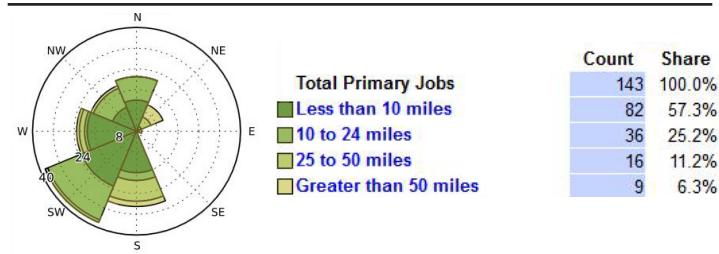


Figure 2.15 Distance and Directions Residents in the District Commute to Work



Source: U.S. Census Bureau's Center for Economic Studies, 2015

Where Workers are Coming From. 142 (99%) of the workers within the District commuted from outside the area, and over half (57%) of these workers traveled less than 10 miles to arrive at their jobs within the District, with almost 11% traveling more than 50 miles. **Figures 2.16 and 2.17** show the distance and direction and destinations of where workers traveled from to get to the work in the District.

Figure 2.16 Where Workers in the District Commute From

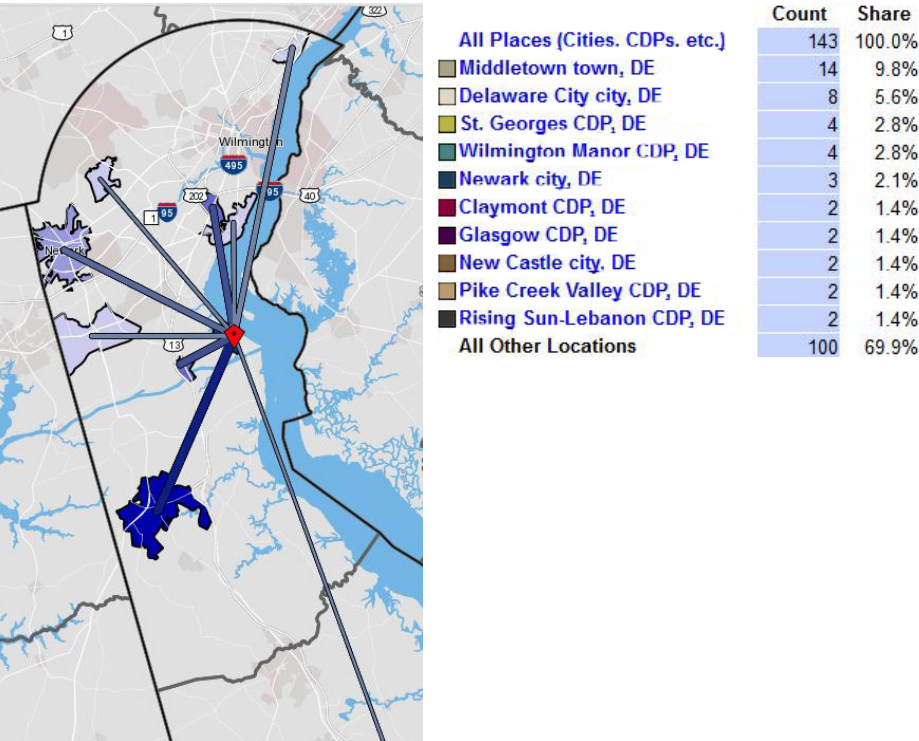
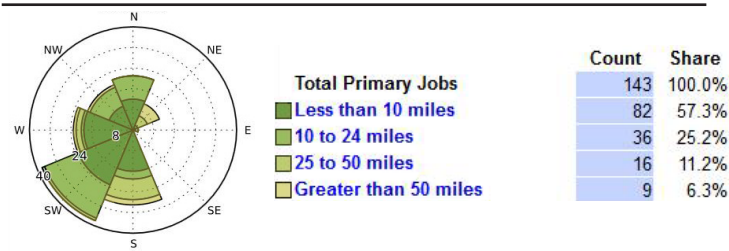


Figure 2.17 Distance and Directions Residents in the District Commute to Work

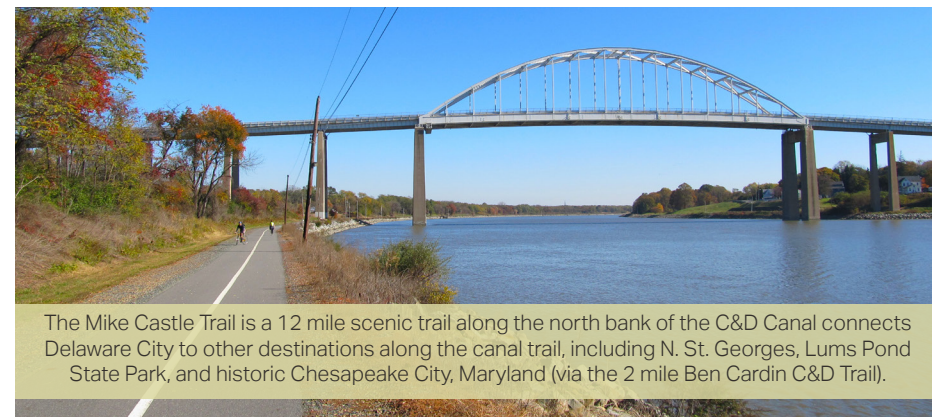


I. Downtown Design and Character

The District Plan analyzes the downtown character as it relates to community and economic development. Downtown character is discussed in terms of being both an historic tourist destination and a gateway to the region's natural and cultural attractions, as well as its urban design context, such as layout, mobility, parking, and streetscape amenities and appearance. These issues and opportunities were raised in the Comprehensive Plan, Transportation Plan, Bayshore Byway CMP, and the planning process for this District Plan.

A Destination and a Gateway

Delaware City is a regional destination spot that offers visitors a shopping, dining, tourism and leisure experience in a distinctive historic setting. Connected to the waterfront and Battery Park, the downtown is the central business district and the focal point for the City and surrounding area. It offers a central gathering space place where people can connect with history and nature and is also the gateway to heritage tourism, eco-tourism and recreational opportunities throughout the region. It is an attraction and a destination along the C&D Canal, the Mike Castle Trail, and the Delaware Bayshore Byway and Harriet Tubman Byway. Delaware City is also a main access point to many regional natural, historic and cultural resources. The natural resources that are accessed through Delaware City are the Delaware Bay and estuary marshes, the Chesapeake Bay, Dragon Run, and the Pea Patch Island Nature Preserve. Historic and cultural resources include Fort Delaware, Fort DuPont, and the African-American Union Cemetery. These attractions are an integral part of the region's environmental, cultural, economic and social fabric, and Delaware City downtown is a central figure in this regional tourism network.



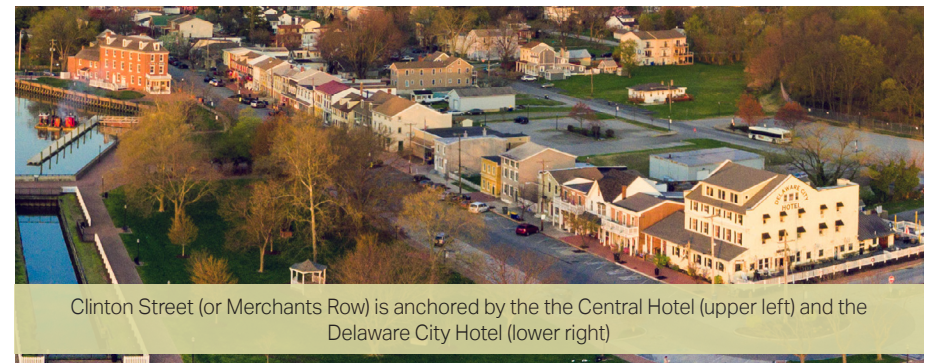
2. Issues, Opportunities and Need

Layout and Mobility

Walkability. The character and design of the downtown present many unique advantages to support an economically thriving and vibrant waterfront town. The area has a compact, walkable, and gridded historic core that connects residents to the central business district and the waterfront. Most of the downtown attractions are within a quarter mile, or a 5-minute walk, and most of the residents east of Route 9 are within a half mile, or a 10-minute walk, from the end of Clinton Street.



Clinton Street (a.k.a Merchant's Row) exemplifies a traditional 'Main Street' character as it contains a variety of neighborhood scale uses such as boutiques, restaurants, a post office, a bank, residences and even a traditional blacksmith. The buildings and mix of uses are in close proximity to each other and built to the sidewalk, which defines a public space and encourages walking, and adds foot traffic and overall activity. Since there is no home mail delivery, it is necessary for residents to frequent the downtown post office, which further contributes to downtown activity and makes the downtown a central community gathering space. Clinton Street is anchored by Battery Park and the waterfront and on each side by the architectural prominence of the historic Delaware City Hotel and the Central Hotel. Continuing its longstanding tradition of being a popular tavern, Delaware City Hotel (now Crabby Dicks) is a frequented destination for both locals and visitors featuring waterfront dining and an outdoor music venue, and a gathering point for community events. The Central Hotel (aka Sterling Building), built in 1835, has served many purposes over the years, and now is the American Birdwatching Association (ABA) headquarters, which relocated from Colorado because the Delaware Bayshore is considered a premier mid-Atlantic birding area.



Wayfinding. Delaware City's economy and continued revitalization is substantially tied to tourism. As tourism continues to increase due to the Byways, the Mike Castle C&D Canal Trail, as well as through downtown development incentives, wayfinding signage becomes even more important. Wayfinding is a system of signs that direct visitors and residents to points of interest and to businesses, and they can also serve as an introduction to the local history, arts and culture of a community. There is currently a lack of wayfinding signage that directs travelers to the historic downtown and the area's heritage and eco-tourism attractions, parking, and trail heads. All signage, as well as other features such as kiosks and banners, would benefit by having a consistent design and branding theme. The City's Transportation Plan recommends signage from principal travel routes, including U.S. 13, U.S. 40, SR 9 and SR 1, which would benefit travelers in motor vehicles. Wayfinding signage in town would also benefit pedestrians and bicyclists.



Example of wayfinding signage in Berlin, MD

Sidewalks and Bike Routes. Sidewalks and bike routes enable customers and residents to travel conveniently to the central business district and other area attractions. There are sidewalks on both sides of Clinton Street and 5th Street, but not on surrounding residential streets. There are some gaps and areas in disrepair in the overall network that hinder the overall pedestrian connectivity, safety and convenience. There are extensive gaps on 5th Street as commercial parking areas and driveways dominate the street frontage. The opinion survey showed concern of inadequate sidewalks and bike routes. Over half of the respondents stated that they did not feel the condition of the sidewalks and streets in the downtown support a safe walkable and bikeable community. There were also many handwritten comments that stated the sidewalks are uneven and need repair. There were multiple comments expressing concern that bicyclists do not follow road signs, such as one-way roads and stop signs, and ride on sidewalks.

A clear connection between the downtown and the Mike Castle C&D Trail does not exist, but could with a bike lane and/or signs along Washington Street, Clinton Street, 5th Street, and/or Canal Street. This concept is mentioned in the 2009 Transportation Plan, along with other recommended bike and pedestrian connections. Google Maps shows the one-way Canal Road as a bike route connecting the Mike Castle Trail to the central business district. This route includes portions of the Canal Promenade where Canal Road is disconnected. Riders currently resort to traveling on the brick Promenade and one-way Canal Road. Alternatively, the 2009 Transportation Plan proposes bike lanes on both sides of the Washington Street, and turning Henry Street into a "Bicycle Boulevard", which would connect Washington Street to Canal Street and the Mike Castle Trail. There was a suggestion in the survey to direct bicyclists to use Washington Street since that is where the large parking lots are and it is less congested than Clinton Street.

Ensuring safe pedestrian-mobility will entail connecting and repairing the sidewalk network where there are clear gaps. Ensuring safe bicyclist-mobility will entail providing a bike route from the downtown to the larger trail network and educating all travelers about bicycling routes, rules and etiquette. There is a need to conduct a sidewalk inventory and identify areas where the paths can be connected and expanded. There also a need to continue to implement the recommendations in the Transportation Plan that would contribute to the safety and convenience of vehicles, bicyclists and pedestrians.

2. Issues, Opportunities and Need

Streetscape

Delaware City has made it a priority to preserve the downtown's historic character and provide streetscape improvements that contribute to its revitalization and beautification. The City has made progress in recent years in improving its downtown appearance and pedestrian realm. The investments to Clinton Street and Washington Street, including street lighting, brick sidewalks, cross walks, and street furniture, have helped to improve the aesthetics, calm traffic, and create a welcoming and pedestrian-friendly environment that helps to attract and retain businesses and promote tourism. There is an opportunity to build off of these investments and continue to extend streetscape improvement to other streets.

Clinton Street and Washington Street vary in widths and both provide a variety of on-street parking ranging from on-street parallel parking, diagonal parking and right angle parking. Clinton Street is approximately 45 feet in width due to the wider sidewalks while Washington Street (west of Front Street) is approximately 60 feet in width. Washington Street (west of Front Street) is poorly striped and lacks the traffic calming and pedestrian bump-outs similar to those on Clinton Street. Washington Street should be further evaluated to better define parking areas, edge lines and the need for other traffic calming devices such as pedestrian-crossing bump-outs. The combination of Washington Street's width, lack of striping and lack of cross-walks and/or bump outs encourages higher speeds and unsafe and undefined pedestrian crosswalks. The same can be said for Clinton Street, especially west of 2nd Street. There are many specific recommendations for Clinton Street and Washington Street in the 2009 Transportation Plan and the Bayshore Byway CMP. There is a need to continue to evaluate and implement these recommendations.

Another concern with the streetscape appearance is regarding the above ground utility poles and wires and highway scale 'cobra head' style street lights that clutter the streetscape and create 'visual noise' that negatively impacting the downtown's appearance. The scale and intensity of these utilities more appropriate for the highway, not a historic downtown. Over time, utility poles should be relocated or undergrounded to improve appearance, with the added benefit of greater power reliability.



Example of welcoming streetscape amenities in the District.



5th Street with utility lines and poles .



Potential of 5th Street after buried or relocated utilities .



Clinton St. with utility lines, poles, and highway scale lights.



Potential of Clinton Street after buried or relocated utilities .

Before and after photos of utility lines, poles and highway scale lighting removed.

2. Issues, Opportunities and Need

Parking

There are three municipal lots serving the central business district, the waterfront, and Battery Park. The lots are located at the terminus Clinton Street, and two large lots on Washington. Improved on-street public parking is also provided on Clinton Street and Washington Street. In addition, many of the streets in the District have informal on-street parking where there are no curbs, so cars are sometimes parked along the grass areas, mostly used for residences and overflow parking. Clinton Street and Washington Street are wide enough for on-street parking spaces, sidewalks, drainage and a planting strip on both sides of the street.

The 2008 Plan recommends optimizing use of existing spaces over the development of new parking lots. In the past 10 years the demand for parking has significantly increased, and during peak times on warm weather weekends and City events, the demand can exceed the supply. It is also observed that vehicles park in the Washington Street and Clinton Street spaces for extended periods of time, as bikers and runners park there to access the C&D Canal trail. A benefit of being a trail access point is that more people patron stores and restaurants, however there is less turn-over of spaces, especially during peak times. Providing wayfinding signage to other parking options in the downtown area, making improvements such as signage and pavement markings to the existing on street parking spaces, and increasing shuttle bus service during community events are all potential strategies to alleviate current parking issues. There appears to be a need to conduct a parking study to evaluate parking issues, challenges and opportunities, and to set forth parking goals and strategies to meet the needs of residents, businesses, and visitors in the downtown. Such a study could:

- Review current parking practices/policies/ordinances
- Inventory existing parking availability in the downtown area
- Address the parking needs for residents, businesses, and visitors for a variety of demand situations including typical usage on week days and weekends, high volume usage on seasonal weekends, and peak usage on special community events

- Provide a design theme and locations for wayfinding signage
- Enhance connections between parking areas and the pedestrian and bicycle infrastructure
- Evaluate conditions and accessibility of all off-street and on-street parking areas, and make recommendations to improve the utilization of existing parking spaces before creating new parking spaces
- Include a public process for public dialog



Examples of on and off-street parking in the District.

Figure 2.18 Summary of Priority Issues, Opportunities and Needs

2. Issues, Opportunities and Need

J. Historic Resources

With the Civil War and WWII forts, the C&D canal, the historic waterfront park, the 19th Century architecture, the African Union Church Cemetery, the Underground Railroad, and the Bayshore maritime heritage, Delaware City is living history. It is an authentic and unique example of a planned settlement and quaint canal town. At 72 acres and over 200 contributing structures dating back to the 1820's, the Historic District is one of the largest in the state. These historic buildings are primarily residential, and some are commercial and institutional. There are notable examples of Federal and Greek Revival styles, built between the late 1820's and 1850, as well as Romantic Revival styles, built between 1850 and 1900. (source: Historical Design Standards for the Clinton Street Historic Commercial District). The majority (65%) of the DDD boundary coincides with the City's regulatory Historic District. **See Figure 2.19 Historic District.**

A key goal in the 2008 Comprehensive Plan, which was reaffirmed in this planning process, is to ensure synergy between historic preservation efforts and economic revitalization through adaptive reuse of historic structures that is compatible in scale, context and character. The City's Historic District regulations aim to preserve this national treasure ensuring new and rehabilitated buildings complement and harmonize with the design and character of the District.



Dunlap/Worrell House (c.1826)



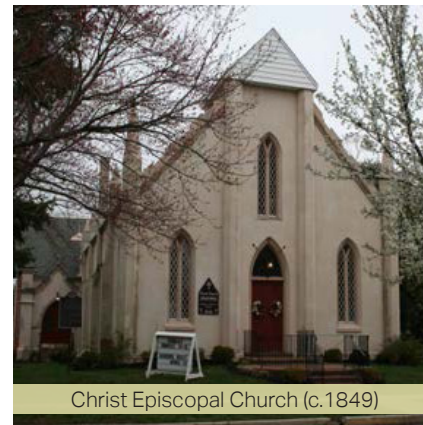
Delaware City Hotel (c.1828)



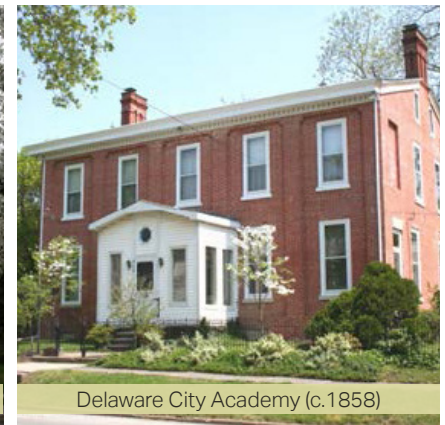
Van Hekle House (c.1828)



Central Hotel (c.1835)



Christ Episcopal Church (c.1849)



Delaware City Academy (c.1858)



Christ Episcopal Church (c.1870)



Ebener United Methodist Church (c.1876)



Old School and Town Hall (c.1883)

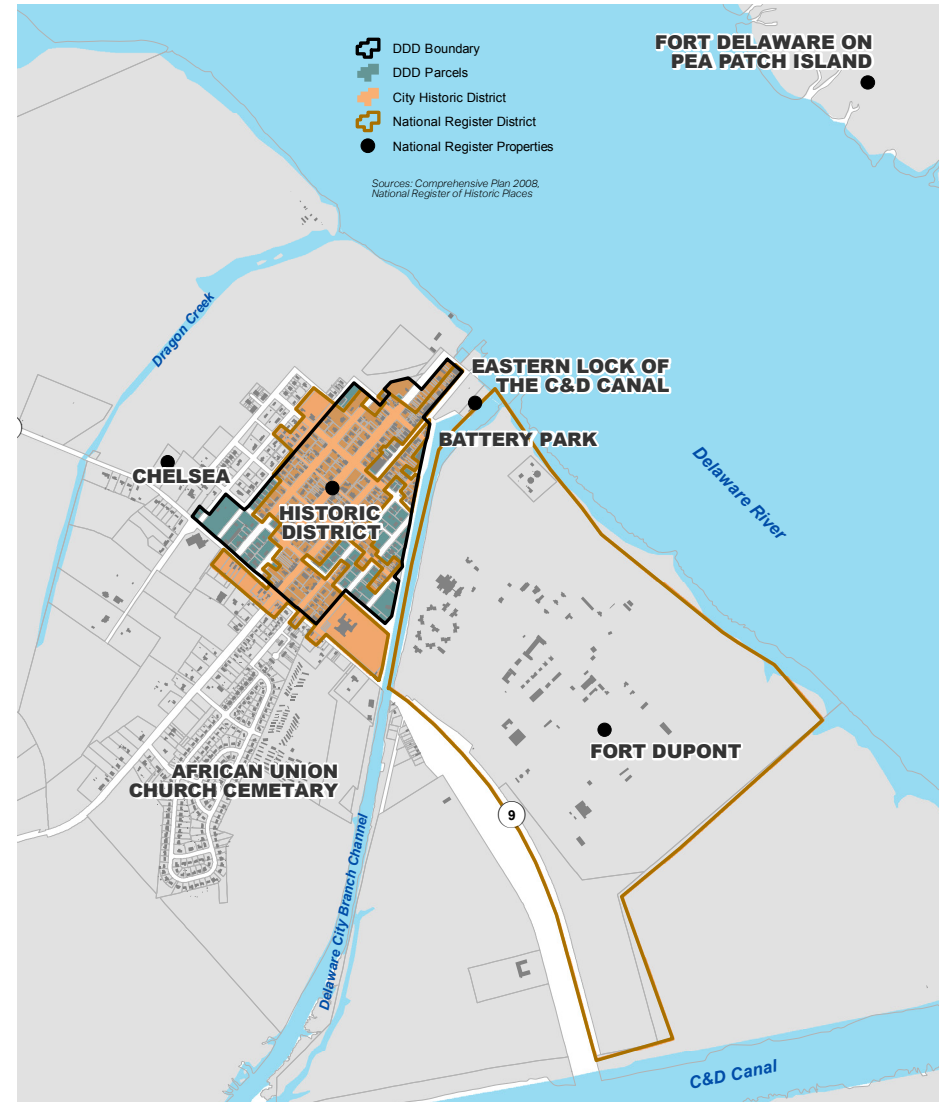
Historic buildings in Delaware City's downtown.
Photo source: Wikipedia

The regulations encourage repairs over replacement, and requires any new construction in the Historic District to be compatible with the existing architecture. The Historic Preservation Commission is charged with reviewing and administering historic preservation regulations and guidelines for these properties, including all alterations, construction, and demolition actions.

While numerous factors influence the cost to rehabilitate a structure, historic structures typically cost more to rehabilitate than non-historic structures. Historic rehabilitation projects are generally more complex with more expensive materials and are often detailed-oriented requiring the expertise of a specialist. Because of cost constraints, property owners may be reluctant or even incapable of making such improvements and let the building fall into disrepair. To help ease the cost burden and encourage historic renovations, Federal and State tax incentives are available for assistance in the rehabilitation of historically significant structures in the Historic District. Delaware's Historic Preservation Tax Credit Program (HPTC) encourages property owners to rehabilitate buildings in ways that retain their historic character, and to foster economic vitality in historic downtown areas. As stated on the Office of State Planning Coordination's DDD information website, "thirty percent of the state's yearly allocation of HPTCs is reserved for projects in DDDs." Eligible projects must include buildings listed on the National Register of Historic Places and must adhere to the U.S. Secretary of the Interior's Standards for Historic Preservation. <http://stateplanning.delaware.gov/ddd/incentives/state.shtml>

The City will continue to partner with the State Historic Preservation Office to identify properties which contribute to the historic fabric, to assess the capability for rehabilitation or adaptive reuse of structures within the Historic District, and to explore and publicize available programs for historic preservation. In addition, the City will continue to promote downtown revitalization through historic heritage preservation by encouraging the adaptive re-use of historic structures for compatible, commercial uses.

Figure 2.19 Historic District



2. Issues, Opportunities and Need

K. Marketing and Promotion

Delaware City offers a very different dining and shopping experience than typical suburban, highway corridor commercial centers/malls found outside of town centers. The central business district offers a pedestrian-oriented, leisurely, and personal experience in an historic setting, while the latter is often simply transactional. The businesses are mostly locally owned whose customers are local residents, regional visitors, and tourists. While the City has generally maintained a stable economic base, there is a need to provide greater security for existing businesses and recruit a greater mix in uses that serve both resident and visitors.

For Delaware City, economic development means revitalizing its downtown, expanding the central business district, and capitalizing on cultural, historic, and ecological tourism opportunities. Given its limited population and the fact that its development policies are not aimed at substantially increasing its population, the City will rely heavily on tourism and place-making principals, such as providing unique, historically-oriented commercial opportunities that, in time, could enhance the City's attractiveness as a regional destination. A tourism goal of the City is to enhance recreational and eco-tourism opportunities by promoting the area's rich natural and cultural heritage. Another goal is to improve the viability and economic conditions for commercial uses and improve outside attitudes and perceptions of downtown Delaware City.

Based on the document research and the opinion survey the City's greatest economic development challenges and needs are encouraging more private investment in property, attracting and retaining businesses that would increase this desired mix of retail, and preserving and enriching the City's rich cultural and natural heritage.

Towards meeting these challenges and needs, the City has a significant asset and advantage in the Main Street Delaware City Inc. program. Main Street organizes businesses and helps set forth joint marketing and promotion efforts that aim to increase the heritage tourism industry and attract local and regional residents to frequent downtown businesses and establishments. Main Street understands that eco-tourism, environmental education, and healthy activity opportunities built around the region's natural and cultural heritage treasures will

attract people and businesses to the City and will advance a healthy and sustainable community. Main Street Delaware City Inc. and the local merchants and businesses are working to expand upon resident and visitor services and amenities and to increase the level of activity in commercial district. The City and Main Street Delaware City Inc. wish to help existing local businesses thrive while attracting new businesses, all towards becoming a regional destination.

Comprehensive Market Analysis

There appears to be a need to identify market gaps, what types of businesses the market will support, and to have an organized approach to target and recruit those businesses. A comprehensive market analysis would gather and assess consumer market data, project future market demands, and identify the appropriate mix of retail, restaurant, and niche businesses and services needed. It would also identify current and future business opportunities for business expansion in Delaware City. The major components of a market analysis could be to conduct a customer survey to understand shopping and dining tendencies, and also conduct a business inventory and sales analysis.

A comprehensive market analysis would also:

- Seek a greater understanding of the economic conditions and needs of the City and its Downtown
- Gather and assess consumer market data and what residents/customers want to see come to their downtown
- Compare supply against demand to identify business opportunity
- Evaluate the factors that influence consumer shopping decisions
- Evaluate the frequency and purpose of consumer activity
- Evaluate the needs of local business owners and operators

Identity and Branding

Once the market for the Downtown is more comprehensively understood through the market analysis, the City, Main Street, and other partners could update current efforts on the downtown's identity and branding. The efforts would be based on the market analysis as well as the numerous historical, cultural, and natural qualities that distinguish Delaware City as an authentic and unique place. The market demands and the identity would be used in the City's and stakeholder's marketing, branding, and recruitment strategies. The developed identity could be used to create a branding style guide that sets forth consistent logo designs, color scheme, and fonts that can be used in websites, advertisements, brochures, and wayfinding signage, among other things. By adopting the look, feel and tone of the Delaware City brand, other organizations, events and activities in the City can begin to incorporate the City brand into their own, which would extend and strengthen the overall brand for marketing and advertising. A cohesive and consistent marketing and additional efforts would be useful to promote downtown businesses, attractions, and community events. A branding and marketing promotion plan could also:

- Provide an organized approach to target and recruit, as well as retain, those businesses identified in the market analysis
- Describe to potential business owners the advantages and disadvantages of having a business in the City versus surrounding areas and formulate ways to encourage the retention and establishment of businesses in the City
- Seek ways to offer support and resources for small businesses.
- Brand, market and promote Delaware City has an historic, maritime heritage and eco-tourism hub
- Work with revitalization and tourism agencies to engage in destination marketing to attract visitors
- Continue the existing eco-tourism initiative by integrating this with the Bayshore Byway Branding and marketing Delaware City as a northern gateway to the natural areas of the Bayshore

Regional Marketing Coordination

The City's downtown currently benefits from regional marketing efforts, such as those for the Fort Delaware and Pea Patch Island Nature Preserve, the Mike Castle C&D Canal Trail, and the Harriet Tubman Underground Railroad and the Delaware Bayshore Byways, as well as through tourism agencies such as the Wilmington Convention and Visitor's Bureau. There appears to be an opportunity to build upon and expand joint marketing efforts between the City, local stakeholders and partners including Main Street Delaware City Inc. and regional organizations to carry-out regional marketing efforts. Partnering with local and regional organizations that promote historic awareness and appreciation of Delaware City would increase the heritage tourism industry and attract local and regional residents to frequent downtown businesses and establishments. Strengthening public-private partnerships that support the vision and goals for the Downtown would also leverage financial and administrative resources within the Downtown.

Effective means of marketing and promoting a downtown is through sharing market analysis data, cross advertising in brochures, newsletters and social media and at community events, and downtown sponsored sales promotions. A joint marketing campaign with these organizations could help position the City as a tourist destination hub and attract regional visitors. The City could strengthen its role as a destination on the Harriet Tubman Byway, as a Discovery Zone along the Bayshore Byway, and as the gateway to the C&D Canal, Mike Castle Trail, the Delaware Estuary Marshes and Fort DuPont State Park. The following provides describes some regional marketing opportunities.

Harriet Tubman Byway. There is an opportunity for downtown businesses to draw travelers on the Byway to their business by partaking in the Harriet Tubman Underground Railroad Byway's "Byway Bucks" promotion program. Per the Byway's website, the Bucks are coupons that entitle holder to special consideration regarding local goods and services along the byway. The program directs travelers to participating businesses who display the FREEDOM™ logo in their store and provide discounts and other offerings to byway travelers. See <http://www.tubmanbywaydelaware.org/bywaybucks.html> for more information.

2. Issues, Opportunities and Need

Bayshore Byway. Delaware City is distinguished as one of ten “Discovery Zones” along the Bayshore Byway. The CMP sets forth the State’s Bayshore Initiative and tells the story and the aspirations of each Discovery Zone. The CMP also sets forth tools to preserve and enhance the Byway, and how various agencies and stakeholders can work together to implement the recommendations. There is an opportunity for Delaware to help enhance the overall Byway experience by making physical improvements that accommodate traveler / visitor and by promoting cultural heritage tourism and eco-tourism activities while maintaining the Byway character. Delaware City can be premiere stop along the Byway where travelers can learn about the region’s natural and historical treasure and engage in outdoor recreational activities and events, and provide direction toward other amenities and attractions. Many of the strategies in this District Plan are ways to improve the visitor experience which would enhance the City’s role as a Discovery Zone. In addition, through partnership between the Fort DuPont Redevelopment & Preservation Corporation and the Bayshore Byway program, planning and design is currently underway for a bike path around the Fort DuPont complex.

Mike Castle Trail. The recently completed Michael Castle Trail and Branch Canal Trail provide access to many places of interest in Delaware City, including the commercial district, library, community center, marina, Battery Park, and the Fort DuPont complex. Already a cultural heritage destination for tourists, the trails could establish Delaware City as a premiere recreation and nature-based tourist destination. While the actual economic impact of the trails is not quantified, the boost is apparent based on the number of bikes and bike racks seen throughout the City on a weekend day. As these trails continue to draw residents and tourists, they will provide opportunities for new businesses and services, and will continue to boost the City’s economic vitality and quality of life.

Fort DuPont Redevelopment. The redevelopment of Fort DuPont could potentially double Delaware City’s population, bringing new housing, recreational, employment, and economic opportunities. It is anticipated to attract new visitors and patrons to downtown businesses. It will be extremely important for the City and Fort DuPont to work together and promote one another. Both should keep focus on the goals in the Master Plan, which include creating a sustainable, mixed use community. While providing a physical linkage from the Fort DuPont development is crucial to integrating the new community to the City’s downtown and should be considered a priority, further discussion is needed regarding the type of linkage, location and funding.



The Mike Castle Trail is a 12 mile scenic trail along the north bank of the C&D Canal connecting Delaware City to other destinations along the trail, including N. St. Georges, Lums Pond State Park, and historic Chesapeake City, MD (via the 2 mile Ben Cardin C&D Trail).

“Centering on nature-based tourism by providing both land and water-based trails should help the town become an ecotourism destination”

~Richard Cathcart, Former City Manager

Events. Given its historical and cultural significance and the amount of public space, Delaware City is a premiere regional event space. The City and Main Street Delaware City Inc. host numerous recurring events throughout the year. The events are an effective way to showcase what the City has to offer, attract people from the region to the historic downtown, and bring the community together. As residents and visitors patron downtown businesses, it is an opportunity for businesses to advertise and promote their business, gain new customers, and see a boon in sales. Notable annual events include Delaware City Day, Music In The Park, Town Wide Yard Sale, River Towns Ride and Festival, Halloween Parade, Holiday Festival of Lights Parade and other holiday events. Other notable events and programs include the Cool Car Cruise Nights, Farmer's Market, a Community Garden, Reedy Point Players concerts in the park, and more. There are also tours and programs at the Fort Delaware State Park.

The Historic District, Battery Park, the Canal Promenade and the Mike Castle Trail are premier public gathering spaces for community events and programs. While the City has numerous events that are well attended, there is still an opportunity to promote the downtown and showcase all it has to offer. Future opportunities include tours, events and programs at Fort DuPont, additional historic walking tours and paranormal tours, expanded recreational use of the marina and C&D canal and trail, and coordinated events with Port Penn, New Castle, Salem, and Chesapeake City.

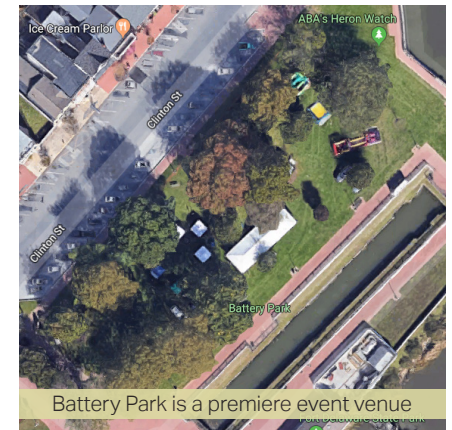
In short, through DDD designation, the City would have more incentives to leverage and would execute a more comprehensive marketing and branding campaign focusing on the Byways, the trails, the history, and the many community events.



River Towns Ride and Festival



Cruise Night



Battery Park is a premiere event venue



Delaware City Day is the City's most popular event.

Community Events in Delaware City's downtown.

Photo sources: River Towns Festival website (top)

City Website (middle left and bottom)

3

Vision, Goals, Objectives and Strategies



Clinton Street, between Front Street and Harbor Street, is also known as Merchants Row.

3. Vision, Goals, Objectives and Strategies

A. Vision

Through this District Plan and the designation of a Downtown Development District, a wide range of the City's visions, goals and policies are being advanced, including:

- Rely heavily on tourism and place-making principles by providing unique, historically-oriented commercial opportunities that enhance the City's attractiveness as a regional destination
- Promote downtown revitalization through historic heritage preservation
- Increase goods and services that benefit residents, businesses and visitors
- Become a regional hub for community events, eco-tourism, history and the arts

This Plan sets forth a comprehensive and incremental approach with strategies and incentives for streetscape beautification, infill redevelopment, and building rehabilitation, which all support downtown revitalization. From the main corridor along 5th Street with its gateway intersections to the historic central business district at Washington Street and Clinton Street, streetscape improvements will improve the appearance of the downtown, strengthen mobility and connectivity, and enhance the small town welcoming appeal to historic Delaware City. **Through context sensitive redevelopment and rehabilitation, the City will improve housing conditions and increase property values and tax revenues. The City will also see a greater sense of pride in homeownership and property upkeep, which will result in a reduction of code violations and enhanced community perception. All of these help to create a stronger sense of place, community identity, and civic pride, which in turn, can improve public health and reduce crime.**

The City is also preparing for an influx of visitors and residents due to the redevelopment of Fort DuPont, which could potentially double the City's population and bring new patrons to the downtown businesses. The influx could help to increase the City's overall property values and median incomes. The City embraces this projected growth, as well as its role as being a destination for historic heritage and eco-tourism, and the gateway to Fort Delaware, Bayshore Byway and Harriet Tubman Byway, C&D Canal, and the Mike Castle Trail. The downtown will continue to incrementally evolve to better meet the needs of a growing tourist industry by protecting its historic treasures, reinstituting its maritime heritage, and connecting people to nature. The City will enhance the visitor experience, link attractions and destinations, and will overcome the negative perception by some of being just an industrial town. The City will also attract retail diversity to meet the needs of tourists and residents, and create new jobs towards creating a more live/work community.

Coupled with this comprehensive and incremental approach, the City will work with downtown partners in promoting and branding the City's unique historic character to attract new businesses, patrons, tourists, and residents. Increasing foot traffic and tourism will increase revenues and stimulate economic activity, thereby establishing a more economically sustainable and viable downtown. In short, the City's vision is to...

Improve the quality of life for our residents and enjoyment of our community by its visitors. Delaware City will attract people from all walks of life and ages who seek the active, healthy, outdoor lifestyle that our dynamic, vibrant, historic 1820's river port offers.

This vision will be accomplished through establishing specific goals and strategies within this District Plan that further highlights our vibrant and growing downtown, increases resident engagement, improves our walkability, and takes advantage of our proximity to scenic byways and trail head, while maintaining and preserving our historic housing and giving homage to our history as a river port.

3. Vision, Goals, Objectives and Strategies

B. Goals

- Create an economically sustainable downtown that serves the diverse needs of area residents, business owners, and visitors
- Become a regional hub for community events, eco-tourism, history and the arts
- Preserve and enrich the City's historic character and maritime heritage
- Integrate economic development efforts, such as tourism, with historic preservation
- Create jobs, raise local incomes, and expand the local property tax base through increased economic development
- Build a stable community of long term residents by improving housing opportunities
- Promote health and wellness through an active and vibrant downtown that focuses on connectivity, public safety, and community gathering
- Improve the overall appearance of the downtown through improvements to existing lots, buildings, streets, sidewalks and parking areas through design standards, capital funding, and incentives

C. Objectives and Strategies

1 Objective #1: Increase home ownership and values through the rehabilitation and renovation of the existing housing stock.

Strategies:

1. Evaluate and adopt property tax abatement and/or waiver incentive programs to encourage homeownership and home rehabilitation. See Section D - Incentives.
2. Publicize and promote information to residents and realtors about home rehabilitation and renovation programs.
3. Continue to enforce the housing and property maintenance code and the rental inspection program.
4. Continue to enhance coordination and partnerships between the City's zoning and building code-enforcement efforts and the historic-preservation programs.
5. Provide housing and property maintenance code guidance to residents, particularly regarding historic residences.

2 Objective #2: Increase variety of goods and services to support local residents and visitors.

Strategies:

1. Encourage and support mixed-use development projects in the C-1 zone that are compatible with the historical context and scale.
2. Encourage and support conversions from residential to mixed-use in the C-1 zone with commercial retail, service or office on the first floor and/or home-based businesses.
3. As part a future Comprehensive Plan Update, create a vision for potential land use changes and redevelopment opportunities along the 5th Street corridor. The corridor is currently interspersed with service-oriented commercial and single-family residential. Consider commercial expansion that emulates the scale and context of historic Delaware City at strategic intersections or the entire corridor.

4. Identify, target, and accommodate businesses that can benefit from Delaware City's recreation, eco-tourism and heritage tourism opportunities, as well as its active marina and maritime heritage. Such businesses could be related to health foods, restaurants, bicycle shops, sporting good outfitters, boating and fishing, guided tours, bed and breakfast accommodations, and the like.

3 Objective #3: Encourage infill development and redevelopment in the Downtown.

Strategies:

1. Inventory infill and redevelopment opportunities in the Downtown. Three distinct areas to be evaluated include:
 - Vacant or underutilized buildings and storefronts on Clinton St.,
 - Vacant or underutilized lots on Washington St., and
 - Vacant or underutilized lots on 5th St.
2. Identify any site-specific barriers to redevelopment in these areas (i.e. infrastructure, access limitations or constraints, or zoning regulations, such as lot size and setbacks discussed in Section F).
3. Consider preparing a Master Plan for the infill and redevelopment opportunities on Washington Street that sets forth a vision, and updates recommendations in the 2009 Transportation Plan and Bayshore Corridor Management Plan per this vision.
4. Work with Main Street Delaware City, Inc. to promote and market the key infill, redevelopment and reuse opportunities.
5. If designated by the State as a DDD, develop a streamlined review process for plan and permit approvals for projects with the DDD. See Section D - Incentives.
6. If designated by the State as a DDD, adopt an incentive program that will reduce the building permit and variance review fees. See Section D - Incentives

4 Objective #4: Increase employment opportunities in the City and create a live/work community.

Strategies:

1. Consider co-work spaces and opportunities that can be made in Delaware City. This includes spaces that can be rented by the day, week, month, or year that have common reception abilities, meeting rooms, video teleconference capabilities, as well as high-speed computers with graphics packages and quality scanners and printers. The old fire station building is an example of a location that could be adaptively reused for co-work spaces.

5 Objective #5: Enhance the overall appearance and perception of the downtown through improvements to existing buildings, streets, sidewalks and parking areas.

Strategies:

1. Re-activate the Façade Improvement Loan program with the purpose to encourage business and property owners to make building façade improvements. See Section D - Incentives.
2. Continue to invest in streetscape beautification amenities and improvement projects that create a positive image and promote a pedestrian friendly environment for all-ages and abilities. Prioritize improvements along Clinton Street, and update/evaluate the visions and types of improvements recommended for Washington Street and 5th Street. Recommendations should provide ways to accommodate pedestrians and bicyclists and make aesthetic improvements.
3. Continue to evaluate and implement the connectivity and streetscape design recommendations in the 2009 Transportation Plan, Bayshore Byway CMP, and Comprehensive Plan.
4. Revisit and evaluate the recommendations for Washington Street in the City's 2009 Transportation Plan. The Plan provides a concept design with commercial district 'streetscaping', on-street parking, traffic calming measures, landscaping, planting strips, street trees, street lights, and wayfinding, among others.
5. Evaluate the feasibility to bury and/or relocate the utility lines on Clinton Street and Washington Street.

3. Vision, Goals, Objectives and Strategies

6. Evaluate existing ordinances to ensure that new development within each zoning district in the Downtown area will emulate the scale and context of historic Delaware City.
7. Promote standards that foster reuse of existing structures as well as compatible and context-sensitive infill development that emulates the City's historical Downtown setting, scale and character.
8. Work with the business owners and Main Street Delaware City, Inc. to identify simple, low cost façade improvement that business owners can take to improve the storefront appearance. Examples include window displays, sidewalk displays, signage, awnings, and plantings, among others.
9. Continue to empower the Parking Committee to assess current parking conditions and practices and evaluate whether parking management policies and regulations need to be created/updated. Policies may pertain to ways to manage existing parking spaces for optimal use and efficiency, to encourage better turnover of spaces, and to accommodate both residents and visitors. Specific strategies may include on-street parking, shared parking lots, wayfinding signage, short-term vs. long-term designated parking, parking permits, and metered service.
10. Evaluate the need for parking design standards, which could address requiring parking in the rear, landscaping, screening, lighting, connections to walkways, and a maximum number of spaces.
11. Evaluate the need for a parking study that inventories supply and demand, evaluates parking issues and needs, and sets forth policies, goals and recommendations to guide parking related decisions.

6 Objective #6: Create an active and vibrant downtown by improving circulation, mobility, connectivity, and safety.

Strategies:

1. Engage in efforts to improve the circulation around town. Continue to revisit and implement the connectivity and streetscape design recommendations in the 2009 Transportation Plan, Bayshore Byway CMP, and Comprehensive Plan that seek to strengthen overall pedestrian and bicycle circulation, mobility, connectivity, and safety. Ensure that roads incorporate the needs of pedestrians and bicyclists into their design. Priority emphasis should be placed at 5th Street, Clinton Street, Washington Street, and Canal Street. Improvements may include traffic calming mechanisms such as narrow vehicle lanes, bike lanes, sidewalks, crosswalks, pedestrian signals, raised medians, tighter turning radii, narrow nodes, physical buffers and separations between driving lanes and sidewalks.
2. Continue to enhance the connectivity of Downtown to other attractions in the City, including the Mike Castle Trail, Fort DuPont Redevelopment Area, Dragon Run Creek (and potential future rail-trail), Library and Community Center, among others.
3. Educate all travelers about bicycling routes, rules and etiquette.
4. Prepare a wayfinding plan with a comprehensive signage theme to direct drivers, bikers and pedestrians to the Downtown and nearby attractions.
5. Consider a Sidewalk Loan Program with a phased action plan for incremental, city wide sidewalk repairs. See Section 3.D. Incentives and Section 4.B Priority Action Items.
6. Conduct a sidewalk inventory survey recording the gaps, conditions of sidewalks, lengths, and identify where sidewalks should be connected/extended.
7. Prioritize new sidewalks and crosswalks along prime walking routes that connect the CBD to attractions and parking areas. All sidewalks in the central business district should be red brick providing a visual indicator of commercial activity in the historic district.
8. Continue to discussion on the needed type of physical crossing, location and funding to link the downtown and the Fort DuPont complex.

7 **Objective #7: Conduct a comprehensive market analysis, update existing promotion and branding campaigns, and expand coordinated marketing efforts.**

Strategies:

1. Seek funding for a comprehensive market analysis to identify market gaps and what types of businesses the market will support.
2. Seek funding to update existing marketing and promotion plans with an approach to target recruit, and retain the businesses identified in the market analysis.
3. Update and carry-out a cohesive and consistent branding campaign for the Downtown.
4. Build upon and expand joint marketing efforts with economic development and tourism partners to attract new residents and businesses to the Downtown. Such collaborative effort should position Delaware City as a hub for heritage and eco-tourism.
5. Increase communication with residents to create awareness and build a positive perception over time. An example includes congratulating business anniversaries in the City newsletter.

8 **Objective #8: Implement programs, events, tours and interpretive materials to attract residents and visitors to the Downtown and nearby attractions.**

Strategies:

1. Promote Delaware City's Downtown as part of an overall strategy to increase heritage tourism.
2. Develop an action plan to create a historic houses tour, install historical landmark placards, and additional brochures.
3. Examine the potential for a central visitor information center. The center could include informational kiosks on the region's natural and cultural heritage, wayfinding information, maps, and brochures. Identify the most appropriate location(s) for such a visitor center, such as Battery Park or along a bike path or bus stop.
4. Continue to support special events and programs, such as the "Delaware City Day", that celebrate Delaware City.
5. Promote Battery Park as a premiere outdoor event venue.

9 **Objective #9: Promote revitalization through the preservation, restoration and adaptive reuse of structures that contribute to the City's historic character.**

Strategies:

1. Remain vigilant in carrying out the recommendations in the Comprehensive Plan, which states:
 - Encourage synergy between historic preservation efforts and economic revitalization- namely by encouraging the adaptive re-use of historic structures for compatible, commercial uses.
 - Solicit, and/or encourage new businesses to renovate and locate within historic structures instead of building a new structure.
 - Work with state and federal entities to raise awareness of, and access to, historic-preservation tax credits and other public funds.
 - Continue to partner with the State Historic Preservation Office to identify properties which contribute to the historic fabric and to publicize available programs for historic preservation, such as State Historic Preservation Tax Credits.
2. Consider strengthening and expanding the Historic District regulations to prevent inappropriate alterations of historic structures and educate the public on the economic benefits of preservation.

10 **Objective #10: Reduce crime.**

Strategies:

1. Continue to support the needs of the Delaware City Police Department.
2. Support applications for funding that help meet training, equipment, programs administrative support, and staffing needs. An example program is the Neighborhood Building Blocks Fund (NBBF) through the Delaware Economic Development Office.

3. Vision, Goals, Objectives and Strategies

Figure 3.1 Summary of Goals, Objectives and Strategies



D. Incentives

(DRAFT for City Council Consideration)

As a means of achieving the vision, goals and objectives for the District and creating a Delaware City that is a more attractive location for investment and development, the City Council has made a commitment to provide the following economic incentives to existing and potential property owners within the DDD.

Property Tax Abatement on Rehabilitation Projects. Any residential rehabilitation projects that increase the assessed value of the property by more than 50% will receive 50% abatement of City Taxes for 5 years. The proposed incentive considers the City's growth potential as well as its need for financial stabilization. The benefit to the community for improvements and restoration of existing homes warrants the 50% abatement level.

Property Tax Abatement for Renter to Owner Occupied Units.

Existing properties converted from rental units to owner occupied housing may receive a 30% tax abatement for 5 years as long as the property remains owner-occupied for this same term. This incentive will improve homeownership rates by encouraging invested permanent residents to purchase and own the home they rent to reside in. The reduction of the term and percentage are warranted in association with the City's growth and financial stabilization efforts.

Transfer Tax Waiver. The City will waive the local property transfer tax for existing owner-occupied homes or rentals that convert to owner occupied homes for verified first time homebuyers. This waiver provides a double incentive for a rental home that converts to owner-occupied and is sold to a first-time homebuyer and could provide an attractive option for property owners and draw new interest in our community at a time of growth and potential.

Façade Improvement Revolving Loan Program. The City will re-activate its Façade Improvement Revolving Loan Program. Delaware City has \$70,000 from past Rural Loan Program funds that is only available for façade improvement loans. The process and program outline must be created during Fiscal Year 2019.

Permit Fee Reduction. Properties within the DDD District will be eligible for a reduction on the building permit and variance review fees. The building permit fee will be reduced to 2% of the anticipated construction costs from the current 2.5%. The variance review fee will be reduced to \$350 from the current \$500. The City wishes to incentivize certain types of improvements that may not increase the assessed value of the property and thus not be able to take advantage of the property tax abatement incentives.

Streamlined Plan Review and Permitting Process. If designated as a DDD, the City will adhere to a streamlined review process for development in the DDD, in accordance with the City Code. The City commits to streamlining projects in the DDD by expediting the review of development applications by City staff, Historic Preservation Commission, and/or Board of Adjustment. The streamlining and expediting of the review of development projects in the DDD will encourage economic development and revitalization by shortening the time between project initiation and project completion.

Note: All properties are subject to the City's Building Regulations in Chapter 23 of the City Code. Some properties within the DDD area are located in FEMA designated flood hazard zones and subject to additional regulations. The City has a Flood Management Ordinance (Chapter 48) and participates in the National Flood Insurance Program (NFIP). The City also participates in the Community Rating System (CRS), which enables property owners in the City to get flood insurance at discounted rates. City staff helps guide property owners and builders through the administrative process. Information for building in the flood plain can be found on the City's website at: <https://delawarecity.delaware.gov/flood-plain-management/>.

4

Implementation



Clinton Street, between Front Street and Harbor Street, is also known as Merchants Row.

4. Implementation

A. Overview

This District Plan synthesizes all the recent activities of Delaware City and Main Street Delaware City Inc. to revitalize the downtown as a regional hub for ecotourism and history-based tourism. Delaware City and Main Street have shown their commitment to revitalizing the downtown through an active rebranding program and ongoing downtown improvements. The implementation of this DDD Plan will infuse additional energy into this shared vision. A successful DDD designation and the accompanying local incentives will clearly act as a tool to leverage private investments in the downtown in pursuit of continued revitalization.

This implementation section lists priority strategies in this District Plan, identifies the City's leadership role and commitment and ability carry out the tasks, and identifies partners who are also committed to downtown development. Implementation of this District Plan will involve concerted efforts and committed leadership of the City staff, City officials Main Street Delaware City Inc., and the many stakeholders and partners in economic and community development.

B. Priority Action Items

The criteria for selecting the priorities include the following:

1. The level of importance towards achieving Downtown development goals;
2. Are intrinsically linked with the Comprehensive Plan Update process, which is currently underway; and
3. Are key strategies and programs that coincide with and leverage the State and local incentives as part of the DDD designation.

Some of these priority action items are already underway or recognized as items that require further comprehensive evaluation or advancement as part of the Comprehensive Plan update. Other action items are ones that the City will initiate immediately upon State

designation in order to leverage, benefit from, and work in conjunction with the State's DDD incentives and the City's local incentives. The remaining strategies are secondary priorities or ongoing items that will occur as part of the routine planning and economic development policies.

Encourage Homeownership and Home Rehabilitation. (Strategies 1.1 and 1.2). If the City receives designation by the State as Downtown Development District, the City commits to adopt a property tax abatement incentive program with the purpose to encourage homeownership and home rehabilitation. Following the adoption of the incentive, the City staff will publicize and promote information to residents and realtors about the incentive as well as other existing home rehabilitation and renovation programs.

Encourage diversity of Commercial Retail and Services Through Infill and Redevelopment. (Strategies 3.1, 3.2, 3.4). Washington Street corridor and the 5th Street corridor offer prime infill and redevelopment opportunities. Evaluate the barriers for redevelopment.

Streamline the Plan Review and Permitting Process and Reduce Permit Fees. (Strategies 3.5, 3.6). While an efficient development review process should always be a priority, the City recognizes that projects within the proposed DDD may require additional approvals and steps above the standard site plan review and building permit approval process. These include, but are not limited to, the State's DDD application for a grant, the City's local incentive application(s), the City's Historic Preservation Commission approval, and a potential variance and/or lot line adjustments in order to make development possible that achieve the objectives in this District Plan. If designated by the State as a DDD, the City commits to streamline the process as appropriate as to not discourage potential applicants due to a potentially burdensome, timely, and unpredictable approval process. The City also commits to adopt an incentive program to reduce the building permit and variance review fees.

Enhance the City's Overall Appearance through Physical Improvements. (Strategies 5.1, 5.3, 5.4, 5.8). The City will commit to re-activate the Façade Grant Improvement program with the purpose to encourage business and property owners to make building façade improvements. The City and Main Street Delaware City Inc. will also work with storeowners to identify simple low cost improvements.

4. Implementation

In addition, as part of the Comprehensive Plan Update process that is currently underway, the City will revisit the recommendations in the 2009 Transportation Plan and the 2008 Comprehensive Plan that pertain to connectivity and streetscape design.

Improve Parking Conditions. (Strategies 5.9, 5.10, 5.11). Continue to empower the Parking Committee to assess current parking conditions and practices and evaluate whether parking management policies, regulations, design standards need to be created/updated, as well as evaluate the need for a parking study.

Improve Circulation, Mobility, Connectivity, and Safety. (Strategies 6.1, 6.2, 6.3, 6.4, 6.8). Engage in efforts to improve the circulation, mobility, connectivity, and safety around town. Priority emphasis should be placed at the 5th Street, Clinton Street, Washington Street, and Canal Street. A priority action is to prepare a wayfinding plan with a comprehensive signage theme to direct drivers, bikers and pedestrians to the Downtown and to other attractions in the City.

Improve Sidewalks. (Strategies 6.5, 6.6, 6.7). Evaluate a comprehensive Sidewalk Loan Program to give residents the opportunity to make sidewalk repairs. The City may conduct a sidewalk inventory survey recording the gaps, conditions of sidewalks, lengths, and identify where sidewalks should be connected/extended. The City prioritizes new sidewalks and crosswalks along prime walking routes that connect the central business district to attractions and parking areas.

Promote Revitalization Through Preservation and Reuse of Historic Structures. (Strategies 9.1, 9.2) If designated by the State as DDD, the City commits to promoting and education the public on the State Historic Property Tax Credits Program. It is also a priority to strengthen and expand the Historic District regulations to prevent inappropriate alterations of historic structures.

C. Leadership Role / Commitment

Given the number of stakeholders and government agencies that have shared interests and that play a key role in the implementation, the City will serve as primary facilitator and coordinator to ensure that the plans and programs for the various entities strive to achieve the shared vision. This District Plan also acts as a galvanizing force to unite and strengthen individual actions. The City will coordinate with its commissions, such

as the Planning Commission, Historic Preservation Commission, code enforcement staff, and Main Street Delaware City, Inc., as well as other stakeholders and partners as to ensure that resources, investments, and branding/marketing efforts are aligned. The City will play a leadership role in guiding these decisions towards the successful implementation of strategies.

This District Plan also represents further implementation and refinement of other planning documents including the City's Comprehensive Plan, the Transportation Plan, and the Bayshore Byway Plan. These plans provide several goals and strategies for community and economic development, and this District Plan advances and strengthens those goals and strategies. Therefore, the DDD initiatives are fully integrated with the City's current planning initiatives and actions. The City's 2008 Comprehensive Plan envisioned economic development through an integrated approach that balances tourism and historic preservation, and balances the needs of residents and tourists. As with the implementation of the Comprehensive Plan, the City will play the primary role in implementing the strategies and incentives, ensuring redevelopment is consistent with the City's historic fabric. The City is about to embark on its Comprehensive Plan 10 year update. The Plan Update will continue to advance the City's ongoing comprehensive and incremental progress, as it maintains focus on downtown development by building upon the objectives and strategies herein. In addition, consistent with a key priority in the Comprehensive Plan, the City will remain vigilant in ensuring downtown revitalization augments and capitalizes on cultural heritage and eco-tourism opportunities.

If designated by the State as a DDD, the City will evaluate the feasibility of creating a new job position or increasing the responsibilities for a current position. The responsibilities will be to administer the DDD grant applications and projects, promote the program, and ensure compliance with the District Plan. The position could also be a liaison between the City commission and staff, developers, property owners, Main Street Delaware City Inc., State Agencies, and other stakeholders and partners. The position may also help to promote the program through the City's website and social media, promotional brochures, and public workshops, among other means. Further, to help promote the program, the City could inventory, track and advertise infill and redevelopment opportunities in the District, as well as showcase current projects, using a web-based interpretive map and photographs. Current or potential residents, business owners or investors could click on site and see what incentives are available, as well as other pertinent information.

D. Partners

The City recognizes that public and private stakeholders and community members need to partner and collaborate to achieve common goals. Some of the City's community and economic development stakeholders and partners with whom it will be crucial to work with to implement the strategies in this Plan are provided below. Other important public, private and non-profit partners involved in economic and community development are also listed.

- Main Street Delaware City, Inc.
- Fort Delaware State Park
- Delaware River and Bay Authority (DRBA)
- Fort DuPont Redevelopment & Preservation Corporation
- Delaware City Heritage Association
- Delaware City Historic Preservation Commission
- Delaware City Public Library
- American Birding Association
- Delaware City Marina
- WILMAPCO
- Bike Delaware
- Delaware City Refinery
- Delaware City Lion's Club
- Delaware City Community Center
- Delaware City Fire Company
- County Department of Land Use
- Delaware Division of Small Business
- Delaware Historic Preservation Office
- Delaware Historical Society
- Delaware City Police Department



E. Outcome

For Delaware City's downtown revitalization, success is most clearly measured through highly visible completed projects that are the building blocks for real change over time. Successful projects will preserve and enrich the City's maritime heritage, will create a healthier and vibrant downtown, and will improve the quality of life for our residents and enjoyment of our community by its visitors. While the strategies and incentives, as well as the DDD Plan itself, will be instrumental in their own right, they will have the most beneficial impact working in concert with and leveraging state funding if/when the State DDD program is continued and Delaware City is designated.



Appendix

Task Force Meeting Summaries

DELAWARE CITY
DOWNTOWN DEVELOPMENT DISTRICT TASK FORCE
MEETING SUMMARY - SEPTEMBER 27, 2017



Task Force Members in attendance:

Adam Poplas	Code Enforcer, City of Delaware City
Carol Houck	City Manager, City of Delaware City
Chester Bluck	Property Owner / Out of town resident
David Baylor	Chief of Police
David Turley	Historic Preservation Commission
Jeffrey Randol	Ft DuPont Preservation & Redevelopment Assoc, Director
Jill Snow	Planning Commission
John Buchheit	Business Owner
Linda Price	Resident
Lisa Lindsey	Community Relations Delaware City Refinery
Tim Konkus	Delaware City Marina / Delaware City Main Street, President

Consultants:

AECOM: Chris Rogers (Project Manager), Ryan Mawhinney, Jessica Molina

Meeting Summary:

Carol welcomed the meeting attendees, thanked them for their participation, and started introductions. Chris presented an overview of the Downtown Development District (DDD) program including the Neighborhood Building Blocks Funding, the DDD Act, current designated Districts and the application requirements. The Task Force had many questions about the State grant including the financial incentives and the eligibility requirements. Chris also presented an overview of the project including the study area, the district boundary and plan requirements, as well as the overall project scope, schedules and roles.

Jessica and Ryan led discussion on the existing conditions of the study area.- The existing conditions were grouped into the following topics: Demographics and Housing; Economic; Land Use, Zoning, Vacancies; Environment, Downtown Character, Crime Incidents and Code Violations; Programs and Partners. The Task Force offered feedback and detail throughout the discussion. David Turley discussed the role of the Historic Preservation Commission, including guidelines, approach and current challenges. Carol provided an overview of an upcoming parking study in light of increasing parking demands. Regarding crime incidents and code violations, additional data/information needs to be collected. Chief Baylor stated that the Police Department will provide data to inform and support the process. AECOM will also coordinate Adam to obtain information on code violations. Tim provided an overview of Delaware City Main Street's mission and current activities. He also provided an overview of the vision of being a "1820's seaport" city and described the Main Street Four Point Approach for

DELAWARE CITY
DOWNTOWN DEVELOPMENT DISTRICT TASK FORCE
MEETING SUMMARY - SEPTEMBER 27, 2017



transformation progress (Economic Vitality, Design Promotion, and Organization). Lisa provided a few examples of the Delaware City Refinery charitable contributions. The Task Force also added to the list of organizations currently involved with economic and community wellbeing.

Chris presented three options for the District Boundary and led discussion to select the most appropriate option based on the existing conditions and areas that would benefit the most. The attached map is the selected boundary. This boundary option was selected based on the following rationale:

- Optimizes properties along Route 9 (most through traffic) and properties in the historic district
- Builds upon the City's strength of having one of the largest historic districts in the State
- Property owners in the historic district would significantly benefit as they could combine the DDD's 20% grant for improvement costs and existing State incentives for historic preservation
- Incentivizing improvements in the historic district would better achieve the vision of preserving/enhancing a "1820's seaport" city
- Potential to decrease the most residential vacancies
- It is noted that data needs to be collected regarding crime incidents and code violations, which could influence the final boundary. AECOM will update the Task Force.

Chris led discussion on the next steps in the planning process, including an overview of the next meetings. Ryan and Chris requested that the Task Force complete the Opinion Survey to test the survey questions and offer feedback/suggestions for improvement. Carol concluded the meeting and thanked everyone for their participation.

Next Steps:

- Task Force to email the completed survey as well as comments/feedback to ryan.mawhinney@aecom.com, or hand deliver to Town Hall by the end of business day on Friday, October 6th.
- AECOM will finalize the Survey based on Task Force comments and coordinate with Town staff to distribute Opinion Survey citywide. The survey will be distributed in paper and digital formats (surveymonkey.com).
- AECOM will prepare existing conditions narrative and maps per comments received by the Task Force and Opinion Survey results.
- The next Task Force meeting will be in November 28th or 29th. At this meeting, AECOM will present the results of the Survey and will facilitate discussion to identify goals and objectives of the downtown development plan. The determined date and formal agenda are forthcoming.

DELAWARE CITY
DOWNTOWN DEVELOPMENT DISTRICT TASK FORCE
MEETING SUMMARY – JUNE 7, 2018



Task Force Members in attendance:

Carol Houck	City Manager, Delaware City
Chester Bluck	Property Owner / Out of town resident
David Baylor	Chief of Police
David Turley	Historic Preservation Commission
Jeffrey Randol	Ft DuPont Preservation & Redevelopment Assoc, Director
Linda Price	Resident
Tim Konkus	Delaware City Marina / Delaware City Main Street, President

Consultants:

AECOM: Chris Rogers, Ryan Mawhinney

Meeting Summary:

Chris Rogers provided an overview of the project status and meeting agenda and objectives, which were review the draft District Plan, including the vision, strategies and incentives. The Task Force reviewed the revised vision statement, and there were no objections. The Task Force then discussed and provided feedback on the draft strategies and incentives that still needed to be accepted. The Task Force also discussed the priority action items as well as the timing of the local incentives. Finally, the Task Force provided other remaining comments on the draft District Plan, which was provided to them in advance of the meeting for their review. AECOM will edit the District Plan per the comments.

Next Steps:

- AECOM will finalize the District Plan
- AECOM will present an overview the DDD and the District Plan strategies and incentives to the City Council at the next meeting in July 16th

DELAWARE CITY
DOWNTOWN DEVELOPMENT DISTRICT TASK FORCE
MEETING SUMMARY – FEBRUARY 13, 2018



Task Force Members in attendance:

Carol Houck	City Manager, Delaware City
Chester Bluck	Property Owner / Out of town resident
David Baylor	Chief of Police, Delaware City
Jeffrey Randol	Ft. DuPont Preservation & Redevelopment Association, Director
Jill Snow	Planning Commission, Delaware City
John Buchheit	Business Owner
Lisa Lindsey	Community Relations Delaware City Refinery
Tim Konkus	Delaware City Marina / Delaware City Main Street, President

Consultants:

AECOM: Chris Rogers (Project Manager), Ryan Mawhinney, Jessica Molina

Meeting Summary:

Chris Rogers started with a roll call and thanked the attendees for their time. He briefly reminded the task force of the big picture and covered the Downtown Development District (DDD) program, application criteria, and incentives if designated as a DDD. Chris also provided an overview of the topics that would be discussed throughout the presentation and the meeting objectives.

Ryan Mawhinney started the presentation by reviewing the district boundary that was selected in the previous meeting and the rationale behind this selection. Based on the selected boundary, code violations and crime incidents were discussed. Chief Baylor clarified the crimes classification and the meaning of terms used in the data. The Chief discussed that given the small geography of Delaware City and the DDD boundary a “Heat” Map showing the concentrations of crime would not be useful and may be misleading. Ryan then presented results of the opinion survey. Tim Konkus mentioned that the results of two questions were not congruent. He suggested that this might have been due to the use of the word “streetscape” in one of the questions and people who were taking the survey may not have known the meaning of this word. While streetscape improvements was one of the top responses for the types of improvements respondents wanted to see, the concept appeared even more when tallying the number of responses for desired improvements to façades, sidewalks and the overall streetscape appearance including burying utility lines. Parking was also identified as a top concern throughout the survey results. While some feel there is not enough parking supply, especially on Clinton Street, it was noted that the City may experience a “peak problem”, and that wayfinding signage to additional parking areas and a shuttle service could help alleviate parking issues during these peak times. Other various concerns were expressed over the downtown residents’ perception of downtown and possible reasons behind it were discussed. The task force agreed that the perception of the downtown by some may not reflect the current trends and conditions, especially as it pertains to business turnover, which has been improving in recent years. Carol Houck proposed to increase

communication with town residents, such as including business anniversaries in newsletters to create awareness and build a positive perception over time.

Based on survey results, existing conditions, and review of the comprehensive plan, transportation plan, and other planning documents, AECOM brought forth a list priority issues that the District Plan and application could focus on. The task force provided input and feedback on these priorities. The priority issues were generally agreed upon, however there was caution expressed for two. - The perception of high business turnover (discussed above) and the census employment data. Though everyone appeared to agree that it is a goal to create jobs and raise local incomes, some concerns were expressed over the data that indicated only 2% of employed residents work in the City as well as the high unemployment rate (10%). The task force believes that this census data may be outdated and does not reflect the current City trends and conditions, such as the opening of Crabby Dicks, which currently employee over 23 town residents as well as the new bus service that expands employment opportunities. The District Plan could recommend further study of these issues.

The draft goals, which are directly tied to the identified priority issues, were also discussed and accepted with minor edits. The taskforce suggested adding the word 'recreate' to the first goal: *"Create a healthy and vibrant downtown where people want to live, work, recreate and explore."* It was also suggested to change the words 'economic development' to 'tourism' in order to add specificity to the sixth goal: *"Integrate ~~economic development~~ tourism efforts with historic preservation."* Jill Snow suggested ideas to promote historic tourism, including installing signs for properties on the Historic National Register and organizing historic walking tour program.

AECOM also prepared a general list of local incentives that have been used by other municipalities in their DDD applications. The taskforce expressed their likes, dislikes, concerns, and suggested other possible incentives. Carol noted that the City currently has a façade improvement grant program for commercial properties that is not being heavily marketed and could be benefit from greater outreach to property owners. Carol discussed an idea for a sidewalk improvements program that would include a 'wholesale contract' approach, and whereby the City would comprehensively improve sidewalks and then individual property owners would reimburse the City over time. Jeff Randol proposed an idea to leverage the State Historic Tax Preservation Credit Program by coordinating an effort to bundle individual tax credits thereby making them more attractive to brokers and raising their value. Chris will follow up with Carol to formulate a more detailed list of selected incentives, which will be discussed at the next meeting. Wrapping up, Chris and Ryan addressed various questions regarding the DDD application date, funding, and successful DDD projects.

Next Steps:

- Finalize / review existing conditions analysis section
- Refine goal statements
- Prepare draft strategies and incentive options
- Task Force Meeting #3 – Strategies and Incentives

DELAWARE CITY
DOWNTOWN DEVELOPMENT DISTRICT TASK FORCE
MEETING SUMMARY – APRIL 18, 2018



Task Force Members in attendance:

Carol Houck	City Manager, Delaware City
Jill Snow	Planning Commission, Delaware City
John Buchheit	Business Owner
Lisa Lindsey	Community Relations Delaware City Refinery
Tim Konkus	Delaware City Marina / Delaware City Main Street, President

Consultants:

AECOM: Chris Rogers (Project Manager), Ryan Mawhinney, Jessica Molina

Meeting Summary:

Chris Rogers provided a brief overview of the project status, and discussed the meeting agenda and objectives.

Carol Houck announced the project extension granted by the NBBF committee and highlighted the importance of following the DDD's schedule.

Ryan Mawhinney recapped the priority issues and draft goals for the DDD, which were discussed and edited at the previous task force meeting. Ryan then led discussion on the draft vision, objective and strategy statements. The task force first discussed edits for the draft vision statement. Ideas were to remove the "live, work, recreate and explore" verbiage as it is an overused expression. It was also recommended that the vision respect the City's history of once being an "1820's Seaport Town" and further state what the City is transitioning into (e.g. being a vibrant and active downtown and a hub for historic heritage tourism, eco-tourism). Carol requested that the task force members offer ideas to edit and expand upon the vision. Also, there are ten draft objectives, each with specific strategies and action items to achieve said objective. It was requested that each task member review and comment on these objectives and strategies. AECOM will send the word document, and members may either edit the text directly (with the 'Track Changes' setting on) or enter their comments and allow AECOM to wordsmith.

Carol presented the local incentives she had drafted for the meeting. Carol explained that these incentives were modeled from other successful DDD's and were tailored to Delaware City's resources and strategies. At this point, all of the options may be viable and merit further evaluation and discussion. Chris will follow up with Carol to refine the incentive options, which will eventually be presented to and selected by the City Council. These incentives, as well as the draft strategies, will continue to be discussed at the next meeting. AECOM is also preparing the draft District Plan, which will be provided to the task force in advance of the next meeting. This meeting is currently being planned for mid-June.

Next Steps:

- Task Force to review the draft Vision, Objectives and Strategies and send comments back to AECOM
- AECOM will prepare the draft District Plan and send to the task force for review and discussion at the next meeting

Appendix

Public Opinion Survey Results

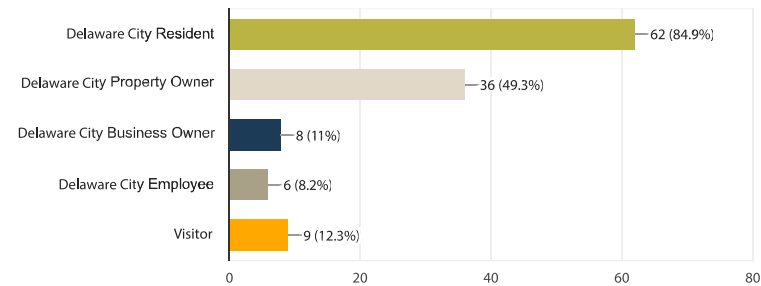
DELAWARE CITY'S DOWNTOWN DEVELOPMENT DISTRICT PLAN – OPINION SURVEY

74 responses



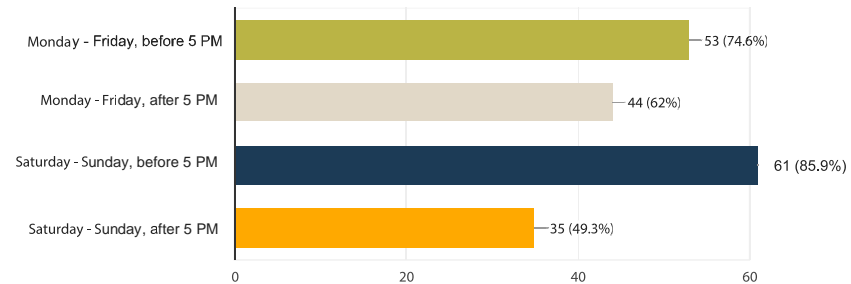
Are you a: (check all that apply)

73 responses



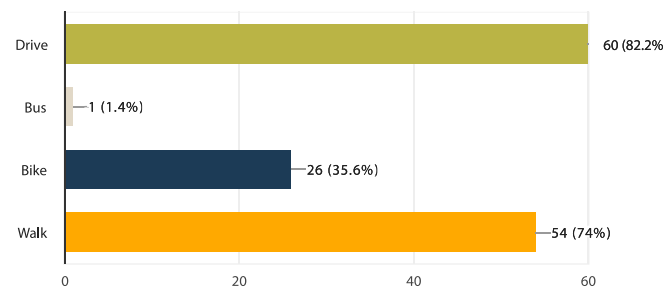
What time do you visit Delaware City's downtown? (check all that apply)

71 responses



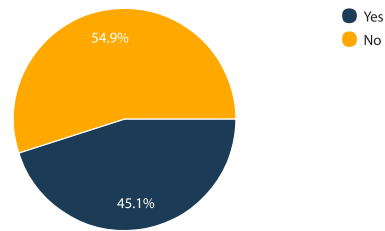
How do you get to the downtown? (check all that apply)

73 responses



Do you feel that the current condition of the sidewalks and streets in the downtown support a safe walkable/bikeable community?

71 responses



If no, please explain

24 responses

Needs improved beyond Washington and Front to Harbor. Uneven brick due to tree roots.

Some homeowners do not shovel their part of the sidewalk. Some sidewalks are in very bad conditions makes walking and biking dangerous. Also not safe to walk in the dark.

Have you seen/walked/biked on them?... They're jacked up.

Clinton St. needs repaving

Bikes and skateboards need to stay off sidewalks.

Bikes do not follow road signs. Travel on sidewalks and wrong way on one way roads. Cars go too fast on Canal. Accident is going to happen.

Uneven pavements on sidewalks and streets needs repaving.

Not all sidewalks are safe.

We used to ride our bikes to downtown but we stopped because of the conditions.

I walk in the street at night due to dark spots and tripping hazards.

Roads are really holey.

Bicycles on sidewalk are dangerous and they have no place in the roadway between Front St. and the end of town on Clinton St. Too much traffic. It would be better on Washington St. Less traffic trying to get to parking, and it's less congested with better visibility for everyone.

Most streets need repaved and sidewalks repaired.

Inconsistency - bumps - cigarette butts!

Embarrasment to town.

A lot of sidewalks are uneven.

Walk from Fire hall to river and see for yourself.

There are some uneven sidewalks from 5th to downtown Clinton.

Some sidewalks are uneven and I twisted my ankle once.

Some of the sidewalks are broken.

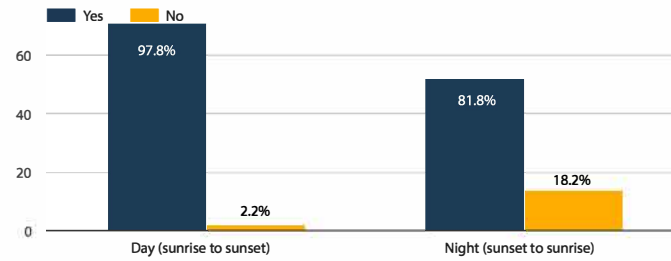
Streets are deteriorated, sidewalks are a disaster.

Throughout town sidewalks are in disarray.

Have fallen on uneven sidewalks at least 3 times while walking. Thank you for making brick walkway pedestrian traffic only.

Dips and valleys at 4th and Washington, and 2nd and Adams are bad, Kids/pedestrians walk in streets.

Do you feel safe in the downtown during the day and night?



If no, please explain

9 responses

I don't feel safe after midnight or when police are not patrolling at regular intervals

I feel the need to carry a concealed weapon

low visibility

I do like to see the patrolling officers regularly at night

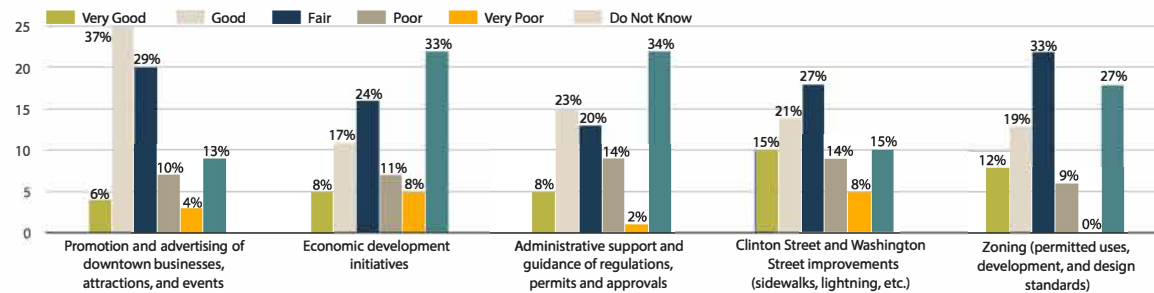
Our house has been broken into to. There is normally unusual activity within the area also has been captured on the news

I am a female. I only feel safe at night when I am with someone I know or trust.

worry about drunks from bars and people in hanging out in park after dark

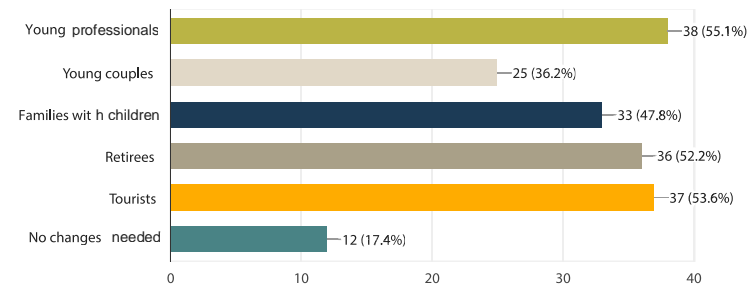
Not safe as a single female walking alone.

How would you rate the following City strategies and actions to improve the downtown?



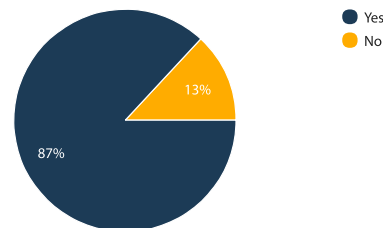
What residents and clientele would you like to see more of in the downtown? (check all that apply)

69 responses



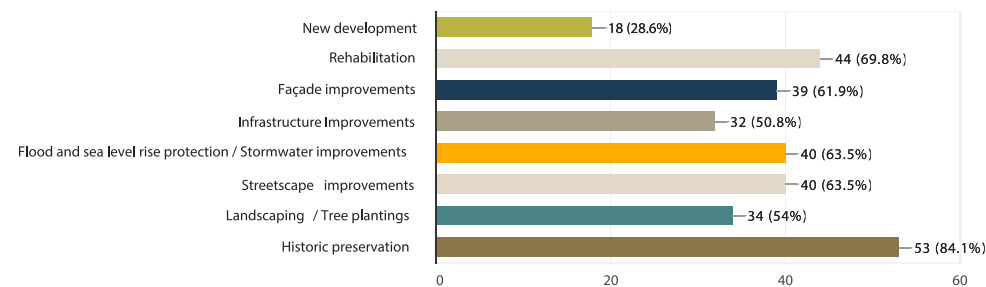
Would you support local and state government spending for continued improvements and/or incentives that encourage private investments in the downtown?

69 responses



if yes, for what type of development and/or improvements? (check all that apply)

63 responses



What is the one word you would use to describe Delaware City's downtown?

69 responses



What is the one business or service you would patronize if it came to Delaware City's downtown?

64 responses



65 responses



69 responses



Appendix

ESRI Tapestry Lifestyle Segmentation



LifeMode Group: GenXurban

Parks and Rec

5C

Households: 2,411,000

Average Household Size: 2.49

Median Age: 40.3

Median Household Income: \$55,000

WHO ARE WE?

These practical suburbanites have achieved the dream of home ownership. They have purchased homes that are within their means. Their homes are older, and town homes and duplexes are not uncommon. Many of these families are two-income married couples approaching retirement age; they are comfortable in their jobs and their homes, budget wisely, but do not plan on retiring anytime soon or moving. Neighborhoods are well established, as are the amenities and programs that supported their now independent children through school and college. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.

OUR NEIGHBORHOOD

- Homes are primarily owner occupied, single-family residences built prior to 1970; town homes and duplexes are scattered through the neighborhoods.
- Both median home value and average rent are close to the national level.
- Households by type mirror the US distribution; married couples, more without children, dominate. Average household size is slightly lower at 2.49, but this market is also a bit older.

SOCIOECONOMIC TRAITS

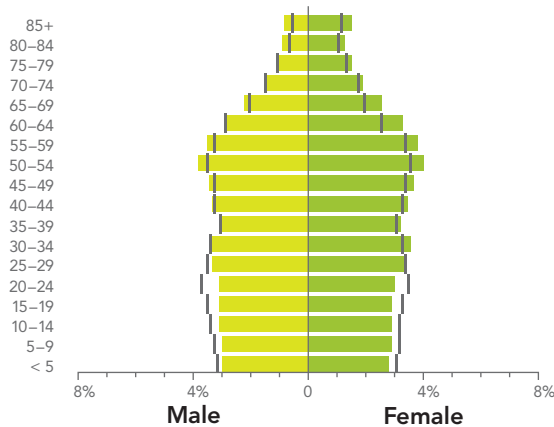
- More than half of the population is college educated.
- Older residents draw Social Security and retirement income.
- The work force is diverse: professionals in health care, retail trade, and education, or skilled workers in manufacturing and construction.
- This is a financially shrewd market; consumers are careful to research their big-ticket purchases.
- When planning trips, they search for discounted airline fares and hotels and choose to vacation within the US.
- These practical residents tend to use their cell phones for calls and texting only.



AGE BY SEX (Esri data)

Median Age: **40.3** US: 37.6

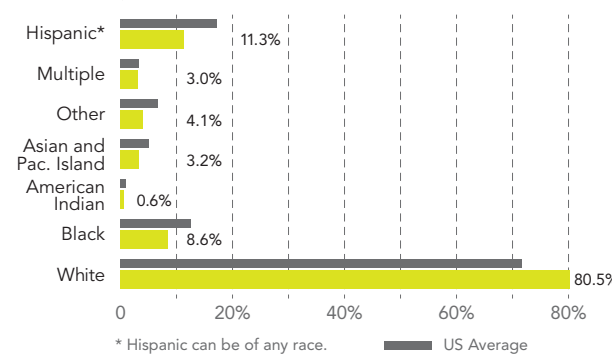
I Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

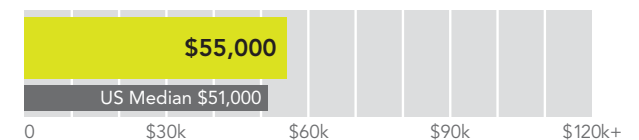
Diversity Index: **47.5** US: 62.1



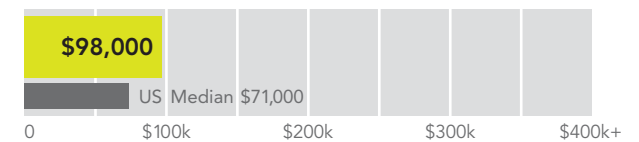
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

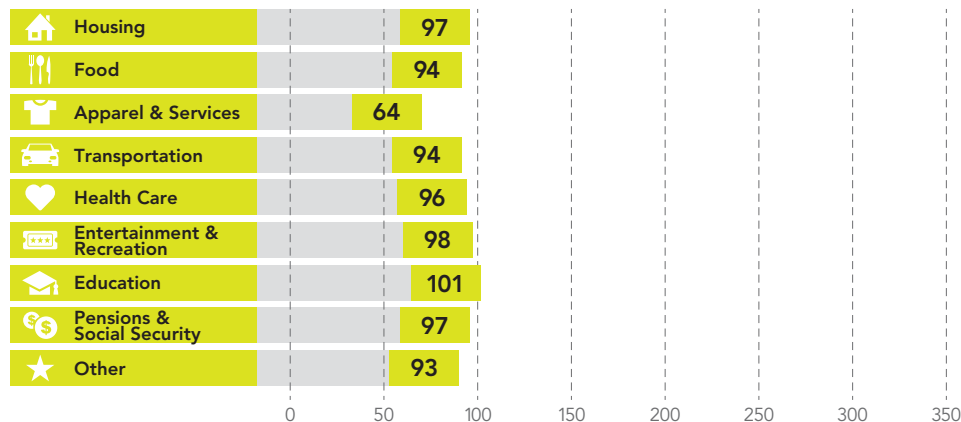


Median Net Worth



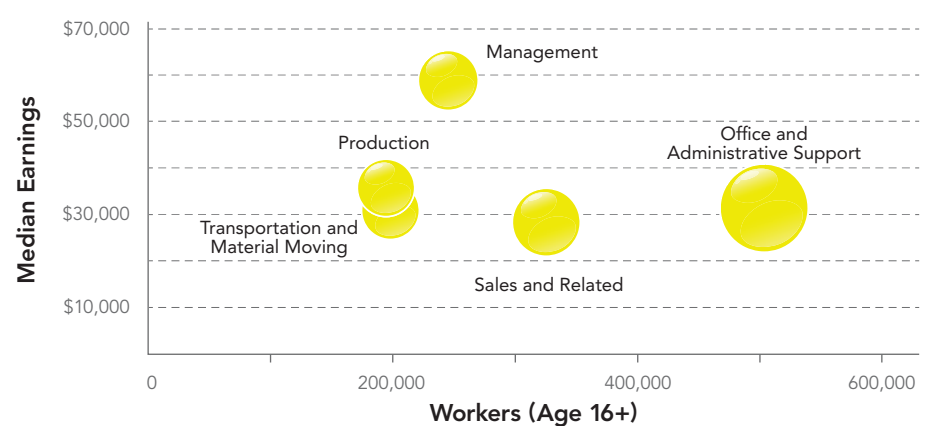
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Cost and practicality come first when purchasing a vehicle; *Parks and Rec* residents are more likely to buy domestic SUVs or trucks over compact or subcompact vehicles.
- **Budget-conscious consumers stock up on staples at warehouse clubs.**
- Pass time at home watching documentaries on Animal Planet, Discovery, or History channels. **For an outing, they choose to dine out at family-style restaurants and attend movies.** Between trips to the casinos, they gamble on lottery tickets and practice their blackjack and poker skills online.
- Convenience is important in the kitchen; they regularly use frozen or packaged main course meals. Ground coffee is preferred over coffee beans.
- **Residents here take advantage of local parks and recreational activities.** Their exercise routine is a balance of home-based exercise; a session at their local community gym; or a quick jog, swim, or run.

HOUSING

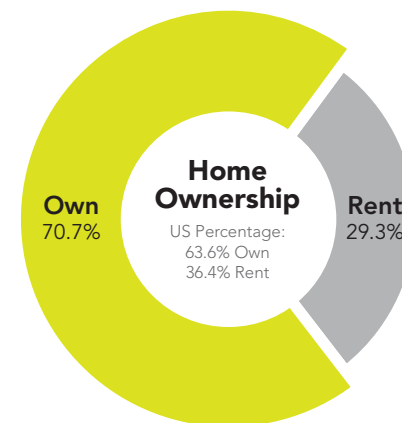
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family

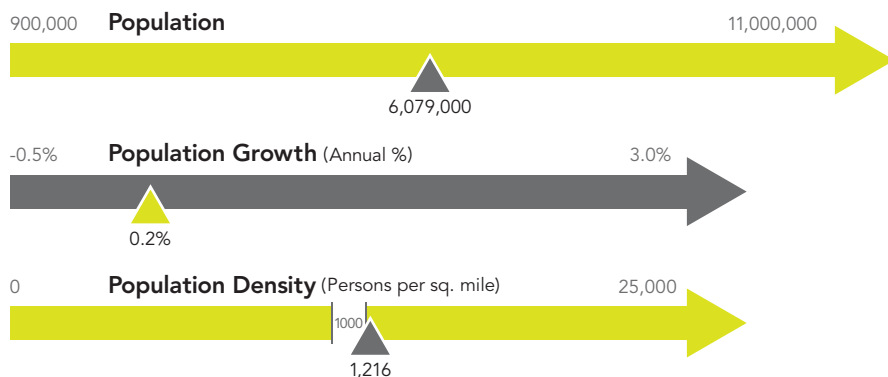
Median Value:
\$180,000

US Median: \$177,000



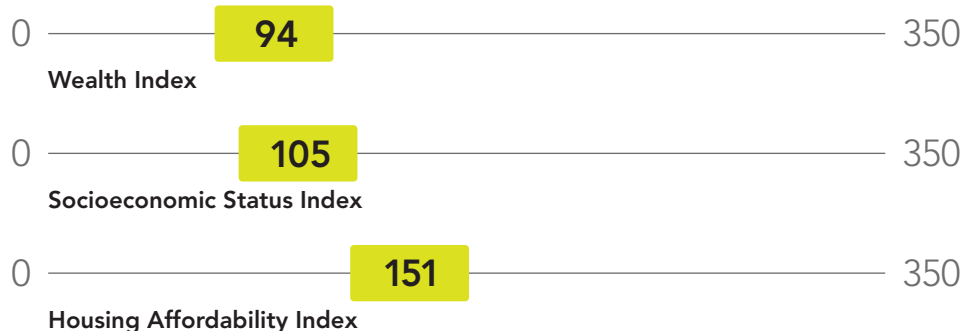
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





LifeMode Group: Affluent Estates

Savvy Suburbanites



Households: 3,543,000

Average Household Size: 2.83

Median Age: 44.1

Median Household Income: \$104,000

WHO ARE WE?

Savvy Suburbanites residents are well educated, well read, and well capitalized. Families include empty nesters and empty nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their suburban lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise. They enjoy good food and wine, plus the amenities of the city's cultural events.

OUR NEIGHBORHOOD

- Established neighborhoods (most built between 1970 and 1990) found in the suburban periphery of large metropolitan markets.
- Married couples with no children or older children; average household size is 2.83.
- 91% owner occupied; 71% mortgaged (Index 156).
- Primarily single-family homes, with a median value of \$311,000 (Index 175).
- Low vacancy rate at 4.5%.

SOCIOECONOMIC TRAITS

- Education: 48.1% college graduates; 76.1% with some college education.
- Low unemployment at 5.8% (Index 67); higher labor force participation rate at 68.5% (Index 109) with proportionately more 2-worker households at 65.4%, (Index 122).
- Well-connected consumers that appreciate technology and make liberal use of it for everything from shopping and banking to staying current and communicating.
- Informed shoppers that do their research prior to purchasing and focus on quality.



LifeMode Group: Affluent Estates

Savvy Suburbanites

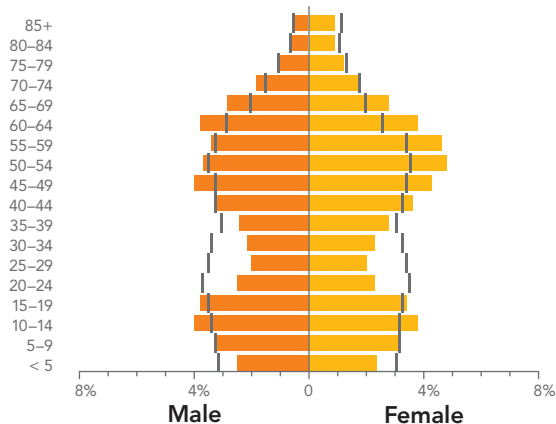


TAPESTRY
SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

Median Age: **44.1** US: 37.6

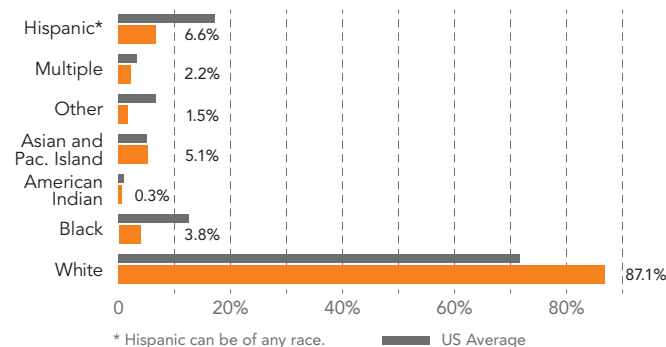
I Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

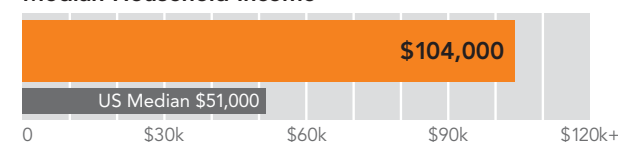
Diversity Index: **33.2** US: 62.1



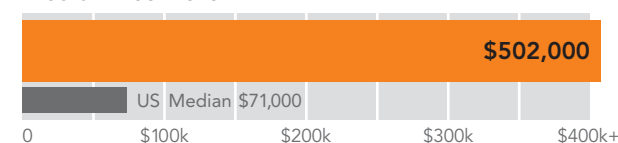
INCOME AND NET WORTH

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Median Household Income

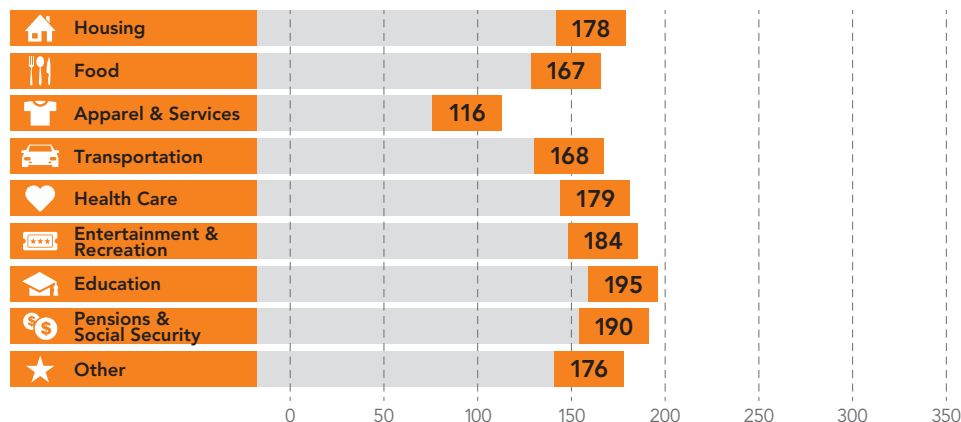


Median Net Worth



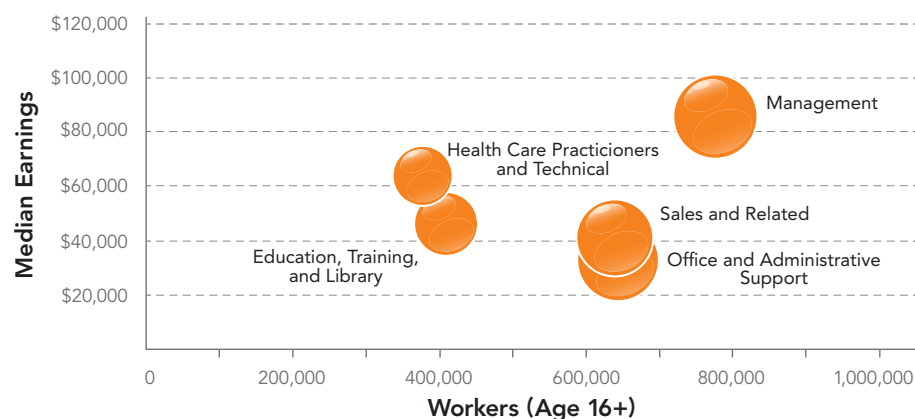
AVERAGE HOUSEHOLD BUDGET INDEX

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OCCUPATION BY EARNINGS

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LifeMode Group: Affluent Estates

Savvy Suburbanites



TAPESTRY
SEGMENTATION
esri.com/tapestry

MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Residents prefer late model, family-oriented vehicles: SUVs, minivans, and station wagons.
- Gardening and home remodeling are priorities, usually DIY. Riding mowers and power tools are popular, although they also hire contractors for the heavy lifting.
- There is extensive use of housekeeping and personal care services.
- Foodies: They like to cook and prefer natural or organic products.
- These investors are financially active, using a number of resources for informed investing. They are not afraid of debt; many households carry first and second mortgages, plus home equity credit lines.
- Physically fit, residents actively pursue a number of sports, from skiing to golf, and invest heavily in sports gear and exercise equipment.

HOUSING

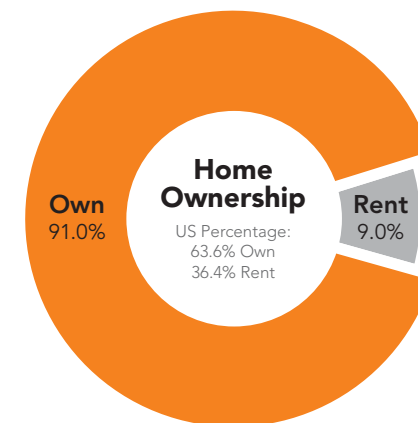
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Typical Housing:
Single Family

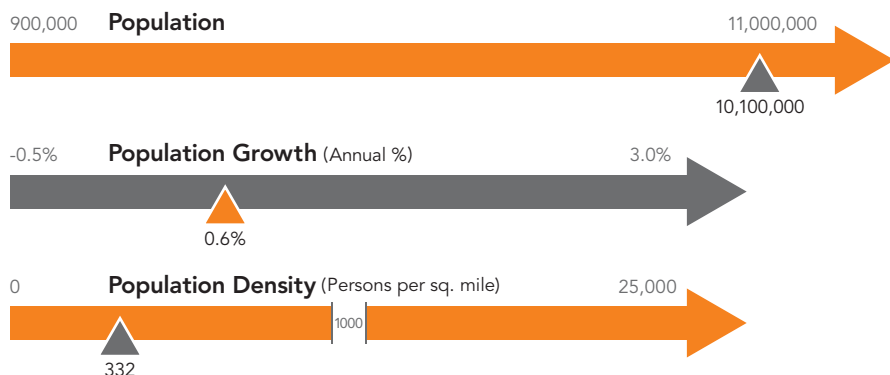
Median Value:
\$311,000

US Median: \$177,000



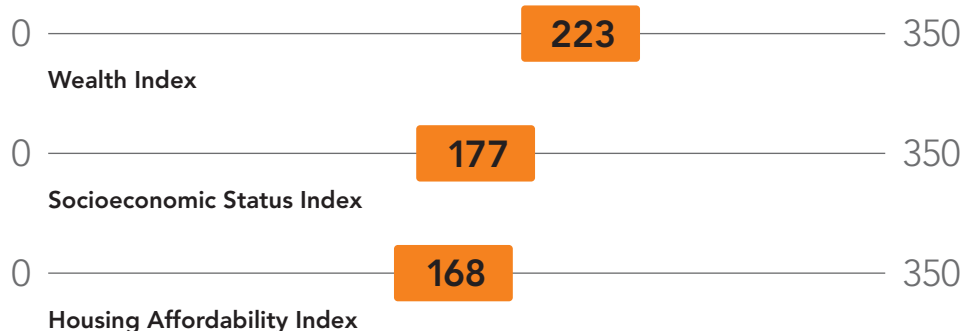
POPULATION CHARACTERISTICS

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ESRI INDEXES

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LifeMode Group: Upscale Avenues

Enterprising Professionals

2D

Households: 1,627,000

Average Household Size: 2.46

Median Age: 34.8

Median Household Income: \$77,000

WHO ARE WE?

Enterprising Professionals residents are well educated and climbing the ladder in STEM (science, technology, engineering, and mathematics) occupations. They change jobs often and therefore choose to live in condos, town homes, or apartments; many still rent their homes. The market is fast-growing, located in lower density neighborhoods of large metro areas. *Enterprising Professionals* residents are diverse, with Asians making up over one-fifth of the population. This young market makes over one and a half times more income than the US median, supplementing their income with high-risk investments. At home, they enjoy the Internet and TV on high-speed connections with premier channels and services.

OUR NEIGHBORHOOD

- Almost half of households are married couples, and 30% are single person households.
- Housing is a mixture of suburban single-family homes, row homes, and larger multiunit structures.
- Close to three quarters of the homes were built after 1980; 22% are newer, built after 2000.
- Renters make up nearly half of all households.

SOCIOECONOMIC TRAITS

- Median household income one and a half times that of the US.
- Over half hold a bachelor's degree or higher.
- Early adopters of new technology in hopes of impressing peers with new gadgets.
- Enjoy talking about and giving advice on technology.
- Half have smartphones and use them for news, accessing search engines, and maps.
- Work long hours in front of a computer.
- Strive to stay youthful and healthy, eat organic and natural foods, run and do yoga.
- Buy name brands and trendy clothes online.



LifeMode Group: Upscale Avenues

Enterprising Professionals

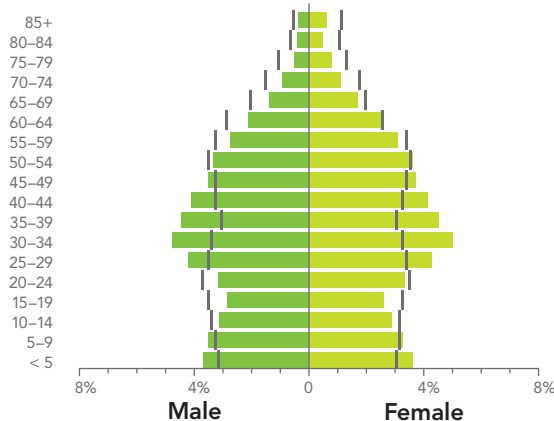


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SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

Median Age: **34.8** US: 37.6

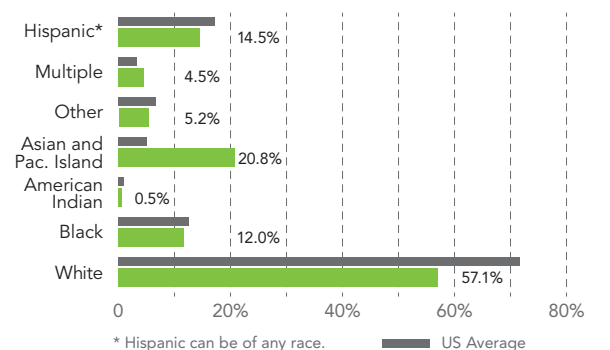
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RACE AND ETHNICITY (Esri data)

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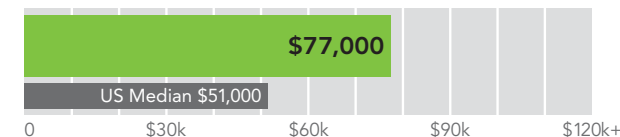
Diversity Index: **71.2** US: 62.1



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

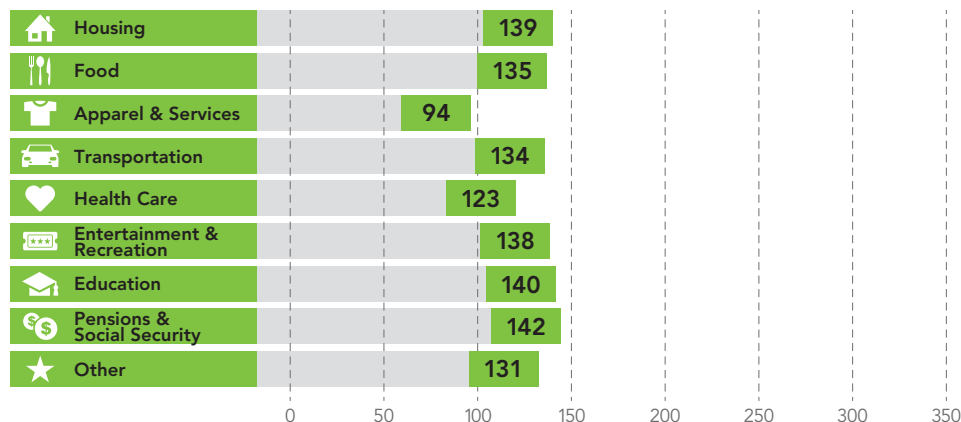


Median Net Worth



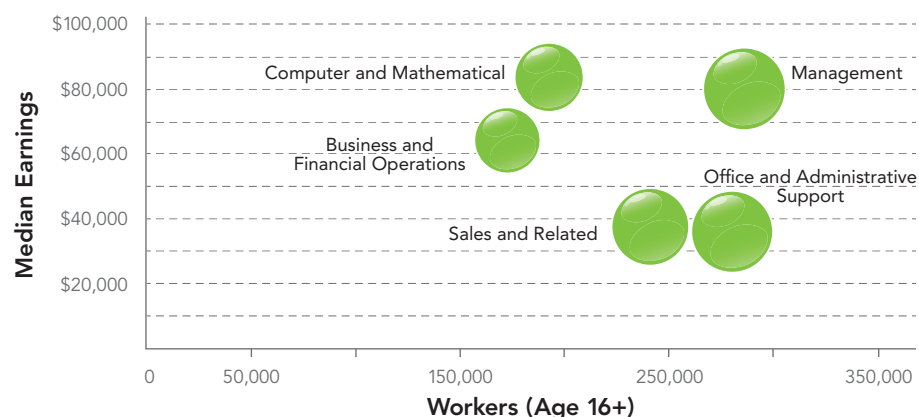
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





LifeMode Group: Upscale Avenues

Enterprising Professionals



TAPESTRY
SEGMENTATION
esri.com/tapestry

MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Buy digital books for tablet reading, along with magazines and newspapers.
- Frequent the dry cleaner.
- Go on business trips, a major part of work.
- Watch movies and TV with video-on-demand and HDTV over a high-speed connection.
- Convenience is key—shop at Amazon.com and pick up drugs at the Target pharmacy.
- Eat out at The Cheesecake Factory and Chick-fil-A; drop by Starbucks for coffee.
- Leisure activities include gambling, trips to museums and the beach.
- Have health insurance and a 401(k) through work.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



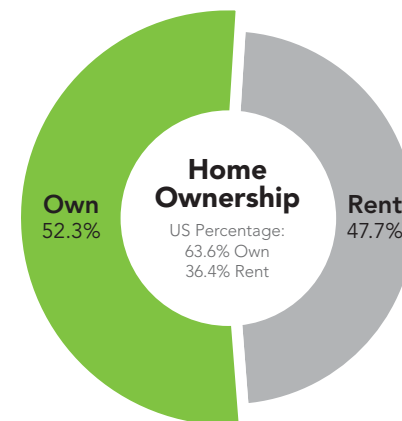
Typical Housing:

Multiunits;
Single Family

Median Value:

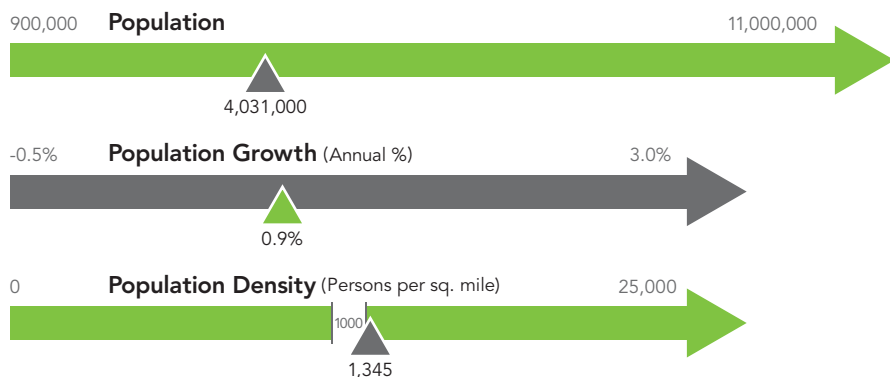
\$295,000

US Median: \$177,000



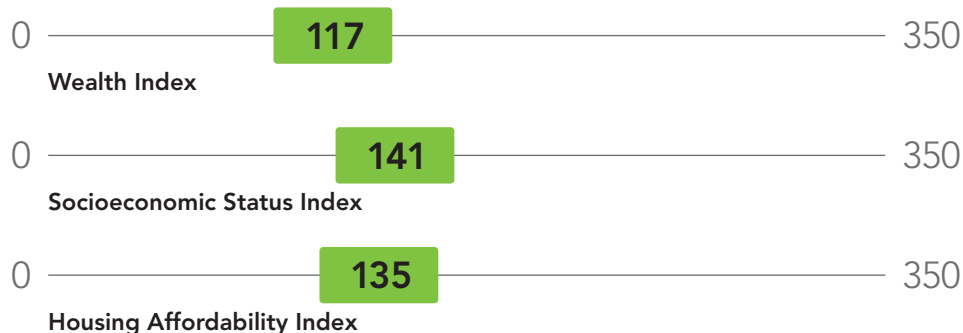
POPULATION CHARACTERISTICS

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ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





LifeMode Group: Family Landscapes

Soccer Moms

4A

Households: 3,327,000

Average Household Size: 2.96

Median Age: 36.6

Median Household Income: \$84,000

WHO ARE WE?

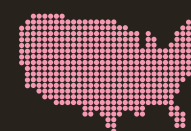
Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.

OUR NEIGHBORHOOD

- Soccer Moms residents prefer the suburban periphery of metropolitan areas.
- Predominantly single family, homes are in newer neighborhoods, 36% built in the 1990s (Index 253), 31% built since 2000.
- Owner-occupied homes have high rate of mortgages at 74% (Index 163), and low rate vacancy at 5%.
- Median home value is \$226,000.
- Most households are married couples with children; average household size is 2.96.
- Most households have 2 or 3 vehicles; long travel time to work including a disproportionate number commuting from a different county (Index 133).

SOCIOECONOMIC TRAITS

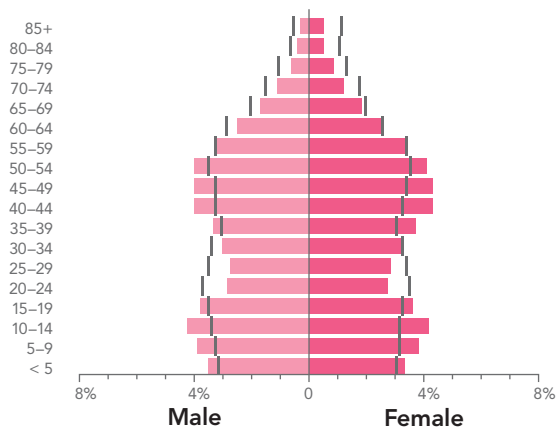
- Education: 37.7% college graduates; more than 70% with some college education.
- Low unemployment at 5.9%; high labor force participation rate at 72%; 2 out of 3 households include 2+ workers (Index 124).
- Connected, with a host of wireless devices from iPods to tablets—anything that enables convenience, like banking, paying bills, or even shopping online.
- Well insured and invested in a range of funds, from savings accounts or bonds to stocks.
- Carry a higher level of debt, including first (Index 159) and second mortgages (Index 154) and auto loans (Index 151).



AGE BY SEX (Esri data)

Median Age: **36.6** US: 37.6

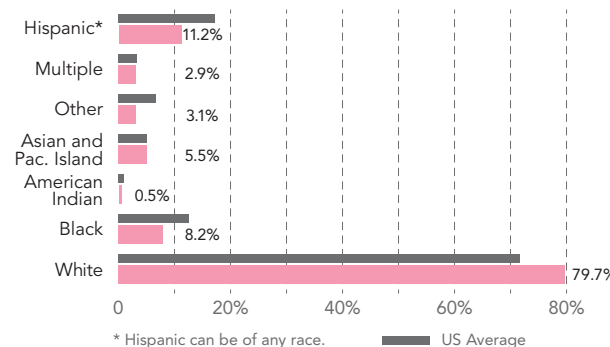
I Indicates US



RACE AND ETHNICITY (Esri data)

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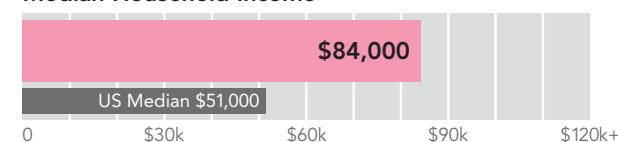
Diversity Index: **48.3** US: 62.1



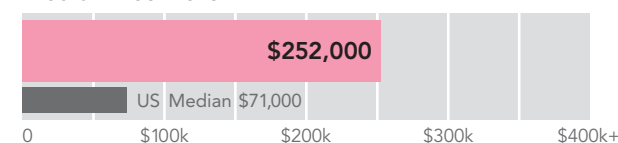
INCOME AND NET WORTH

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Median Household Income

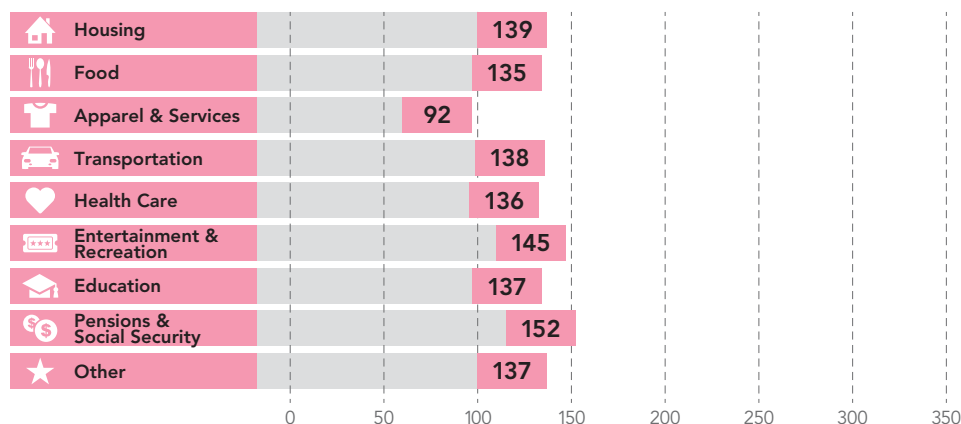


Median Net Worth



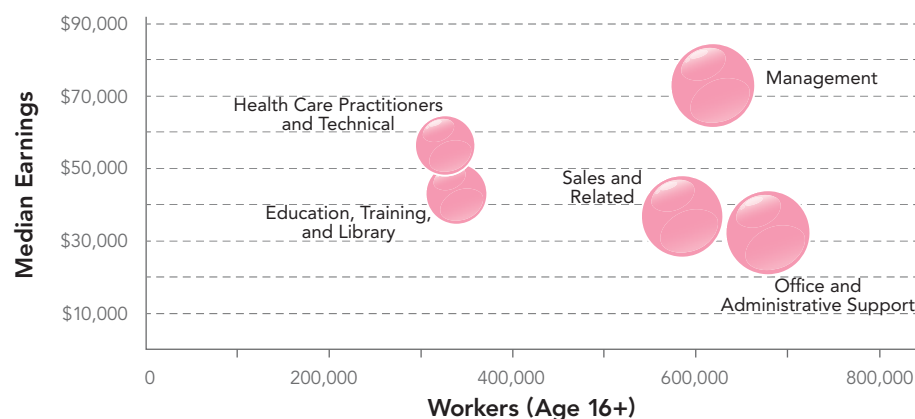
AVERAGE HOUSEHOLD BUDGET INDEX

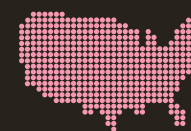
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OCCUPATION BY EARNINGS

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MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Most households own at least 2 vehicles; the most popular types are minivans and SUVs.
- Family-oriented purchases and activities dominate, like 4+ televisions (Index 165), movie purchases or rentals, children's apparel and toys, and visits to theme parks or zoos.
- Outdoor activities and sports are characteristic of life in the suburban periphery, like bicycling, jogging, golfing, boating, and target shooting.
- Home maintenance services are frequently contracted, but these families also like their gardens and own the tools for minor upkeep, like riding mowers and tillers.

HOUSING

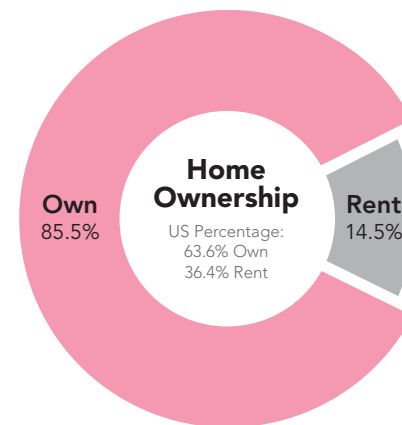
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family

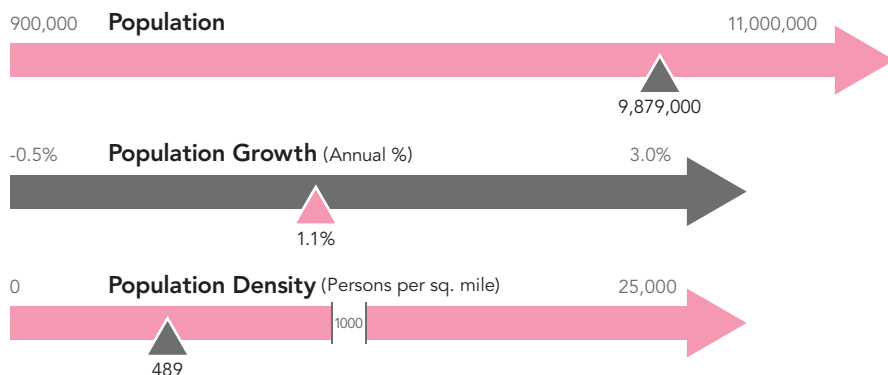
Median Value:
\$226,000

US Median: \$177,000



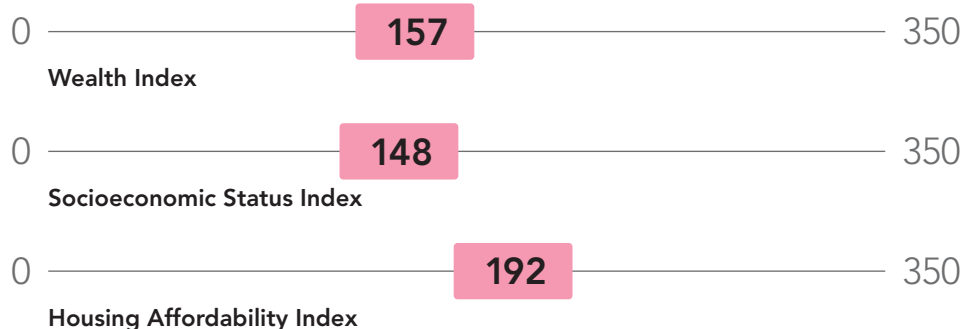
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





Prepared By:

AECOM + Downtown Development
District Task Force

LETTERS OF SUPPORT



December 13, 2016

Richard Cathcart, City Manager
Delaware City
P.O. Box 4159
407 Clinton St.
Delaware City, DE 19706

Dear Mr. Cathcart:

On behalf of Main Street Delaware City Inc, I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. Main Street Delaware City Inc understands that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, of which we are especially proud. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C& D Canal Trail, the forthcoming Fort DuPont redevelopment, the "Take a Walk" initiative, and many other public and private ventures and investments.

For 21 years, Main Street Delaware City Inc has worked to keep the Delaware City commercial district alive and vibrant. Awarding a DDD designee provides the impetus to our core efforts to keep our small town relevant and evolving for the 21st century. The outcome from NBBF designation alone will result in a new, consensus driven master plan.

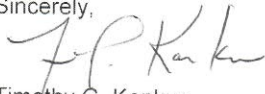
Mr. Richard Cathcart
December 13, 2016
Page two

As a downtown stakeholder, Main Street Delaware City Inc shares the City's vision of preserving and enriching its maritime heritage, creating a healthier and vibrant downtown where people want to live, work and explore; elevating Delaware City to a regional hub for ecotourism, history and the arts.

Main Street Delaware City Inc fully supports the city's application for NBBF funding towards the DDD designation. Main Street Delaware City Inc looks forward to partnering with the city in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in cursive script, appearing to read "T. G. Konkus".

Timothy G. Konkus
President
Main Street Delaware City Inc

NICOLE POORE
Majority Whip
STATE SENATOR
12TH DISTRICT



SENATE
STATE OF DELAWARE
411 LEGISLATIVE AVENUE
DOVER, DE 19901

December 12, 2016

Richard Cathcart, City Manager
Delaware City
P.O. Box 4159
Delaware City, DE 19706

Dear Mr. Cathcart:

I am pleased to offer my support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. This funding will assist in the preparation of a plan and application focused on establishing a Downtown Development District designation by the state. This designation will play an essential role in the city's ongoing and comprehensive downtown revitalization efforts.

Small communities, like Delaware City, face unique challenges, such as aging buildings and infrastructure, the high cost of historic site preservation, and numerous storefront vacancies. As with many other communities, these challenges are further impacted by a disproportionate number of families that live at or below the poverty line and who have limited access to healthy foods and healthcare facilities.

As with any endeavor, a strong foundation must be in place to support planned initiatives. Delaware City has established that foundation by developing partnerships with residents, business owners and stakeholders to implement strategic projects such as the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C&D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, and many other public and private ventures.

As one of those stakeholders, I share the city's vision of preserving and enriching its maritime heritage, creating a healthy and vibrant downtown where people want to live, work, and explore, while becoming a regional hub for ecotourism, history and the arts.

I fully support your application to obtain funding through the Neighborhood Building Blocks program and become a designated Downtown Development District. As a member of the greater Delaware City community, please count on me to partner with you in this important undertaking. Should you need further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink that reads "Nicole Poore".

Nicole Poore
Majority Whip
Delaware State Senate



VALERIE J. LONGHURST
Majority Leader
STATE REPRESENTATIVE
15th District

HOUSE OF REPRESENTATIVES
STATE OF DELAWARE
LEGISLATIVE HALL
DOVER, DELAWARE 19901

COMMITTEES
Ethics, Chair
House Administration, Chair
House Rules, Chair
Legislative Council

December 12, 2016

Sec. Bernice Whaley
Delaware Economic Development Office
99 Kings Highway, Dover, DE 19901

Sec. Whaley:

I am pleased to offer my full support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. I understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the Delaware Economic Development Office. I believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The Neighborhood Building Blocks Fund will help us overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride.

As State Representative serving this community for the past four years, I have seen a tremendous transformation take place. This designation will build on the momentum of the many recent and ongoing downtown improvements and initiatives which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C& D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, the redevelopment of the historic Central Hotel and many other public and private ventures and investments.

I share the City's vision of preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown where people want to live, work, and explore, and becoming a regional hub for ecotourism, history and the arts. I fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor. If you need further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Valerie Longhurst".

Valerie Longhurst
House Majority Leader, 15th District



State of Delaware
Department of Natural Resources and Environmental Control
Division of Parks and Recreation

Richard Cathcart, City Manager
Delaware City
P.O. Box 4159
407 Clinton St.
Delaware City, DE 19706

Fort Delaware State Park
P. O. Box 170
Delaware City, Delaware 19706

December 12, 2016

Dear Mr. Cathcart:

On behalf of Fort Delaware State Park, I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. We understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C& D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, and many other public and private ventures and investments.

As a downtown stakeholder, we share the City's vision of preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown where people want to live, work, and explore, and becoming a regional hub for ecotourism, history and the arts.

We fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Rachael Phillos'.

Rachael Phillos
Park Superintendent
Fort Delaware State Park



We're saving a place for you...



THE DELAWARE RIVER AND BAY AUTHORITY

Delaware Memorial Bridge
Post Office Box 71
New Castle, Delaware 19720
Tel.: (302) 571-6300
Fax: (302) 571-6367

Cape May-Lewes Ferry
Post Office Box 827
N. Cape May, New Jersey 08204
Tel.: (800) 64-FERRY
Fax: (609) 886-1021

December 12, 2016

Richard Cathcart, City Manager
Delaware City
P.O. Box 4159
407 Clinton St.
Delaware City, DE 19706

Dear Mr. Cathcart:

On behalf of the Delaware River and Bay Authority, I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. We understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C& D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, and many other public and private ventures and investments.

As a downtown stakeholder, we share the City's vision of preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown where people want to live, work, and explore, and becoming a regional hub for ecotourism, history and the arts.

Mr. Richard Cathcart
December 12, 2016
Page Two

We fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me at 302-571-6301 or scott.green@drba.net.

Sincerely,



Scott A. Green, Esquire
Executive Director

Fort DuPont

Redevelopment & Preservation Corporation

December 19, 2016

Richard Cathcart, City Manager
Delaware City
P.O. Box 4159
407 Clinton St.
Delaware City, DE 19706

Dear Mr. Cathcart:

On behalf of the Fort DuPont Redevelopment and Preservation Corporation, I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. We understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C & D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, and many other public and private ventures and investments.

The Fort DuPont Redevelopment and Preservation Corporation owns over 400 acres that were recently annexed into Delaware City. The Corporation is preserving historic facilities and redeveloping the property into a mixed use community of residential, commercial, marina, performing arts center and park lands along the Delaware River. Integrating Fort DuPont and its business district into the central business district of Delaware City is essential to the overall

community's economic well-being. Funding infrastructure, program and economic development initiatives will create a healthier and more vibrant downtown and regional hub for ecotourism, history and the arts, as well as a community where people want to live, work and explore.

We fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me.

Sincerely,

Jeffrey D. Randol
Executive Director



250 5th St. Box 541 · Delaware City, DE 19706 · (302) 834-4148 · delawarecity.lib.de.us

December 16, 2016

Richard Cathcart, City Manager
Delaware City
P.O. Box 4159
407 Clinton St.
Delaware City, DE 19706

Dear Mr. Cathcart:

On behalf of the Delaware City Library Society, I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. We understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the state. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C&D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, and many other public and private ventures and investments.

Such improvements and initiatives also help support our mission: to create and promote educational, recreational, and cultural enrichment, and provide community members of all ages with free access to the resources and tools they need to thrive in the 21st century. As a downtown stakeholder, we share the City's vision of preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown where people want to live, work, and explore, and becoming a regional hub for ecotourism, history, and the arts.

We fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in purple ink that reads "Alexandra Monroe". The signature is fluid and cursive, with the first name "Alexandra" and last name "Monroe" clearly legible.

Alexandra Monroe
Library Director



December 15, 2016

Richard Cathcart, City Manager
Delaware City
P.O. Box 4159
407 Clinton St.
Delaware City, DE 19706

Dear Mr. Cathcart,

On behalf of the American Birding Association, I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. We understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C & D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, and many other public and private ventures and investments.

As a downtown stakeholder, the American Birding Association shares Delaware City's vision of preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown where people want to live, work, and explore, and becoming a regional hub for ecotourism, history and the arts. We see the ABA as playing a key role in this process, highlighting the region as a great birding area and promoting birding among both residents and visitors.

We fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor.

Please do not hesitate to contact me if I may be of further assistance.

Yours,

A handwritten signature in blue ink that reads "Jeffrey Gordon". The signature is written in a cursive, flowing style.

Jeffrey Gordon
President

Silver Heron I, LP

December 15, 2016

Richard Cathcart, City Manager
Delaware City
P.O. Box 4159
407 Clinton St.
Delaware City, DE 19706

Dear Mr. Cathcart:

On behalf of Silver Heron I, LP, I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. We understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C& D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, and many other public and private ventures and investments.

Silver Heron I, LP shares the City's vision of preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown where people want to live, work, and explore, and becoming a regional hub for ecotourism, history and the arts. This shared vision inspired us to renovate the historic Central Hotel, which now serves as the national headquarters of the American Birding Association and is also home for residents in "loft style" apartments. Thanks to

DEDO's Project Pop-Up we found a qualified tenant to lease the retail Space at the Central Hotel. We stand committed to Delaware City's bright future and continue to support the local government and civic leader's' efforts to improve the quality of life for all Delaware City residents.

We fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dana L. Renoll". The signature is fluid and cursive, with the first name "Dana" and last name "Renoll" clearly distinguishable.

Dana L. Renoll
Member

Pampered Pets Grooming Spa
78 Clinton St., Box 231
Delaware City, DE. 19706
(302) 293-7926
pamperedpetsde.com



December 12, 2016

Dear Mr. Cathcart;

On behalf of Pampered Pets Grooming Spa, I am pleased to offer my support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. I understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District designation by the State. I believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

Our City needs help to organize and fund what is necessary in the Downtown District. It has the potential to be beautiful, charming and economically successful. Many of our buildings are crumbling and in disrepair and the businesses vacant. It is very expensive to rehabilitate buildings to historical standards which is why many repairs go undone. Our downtown revitalization would boost the pride of our citizens and give them incentive to better themselves and their properties. I am proud of the Town that I have grown up in and it has come a long way. Many great changes and accomplishments have been realized but we have a way to go. In my 30 years of business I have seen so many businesses come and go which is not good for our town. Development strategies and incentives would help new businesses overcome these challenges.

As a downtown stakeholder, Pampered Pets Grooming Spa shares the City's vision of preserving and enriching its maritime heritage, creating a more healthy and active downtown where people want to visit, live, work and relax and enjoy our waterfront. We are an important part of Delaware History and have the potential to become a regional hub for ecotourism, history and the arts.

I fully support your application for NBBF funding towards DDD designation, and look forward to partnering with you in this endeavor.

If you need me please call me

Sincerely,
Megan Titus
Pampered Pets Grooming Spa

NICKLE

INSURANCE & FINANCIAL SERVICES

119 Washington St., P.O. Box 4080
Historic Delaware City, DE 19706
Telephone: (302) 834-9700
1-800-564-9995
Fax: (302) 836-3340

Auto • Home • Business

3920 Kennett Pike-Greenville
Wilmington, DE 19807
Telephone: (302) 654-0347
1-800-337-1446
Fax: (302) 654-2092

December 12, 2016

Mr. Richard C. Cathcart, City Manager
City of Delaware City
P.O. Box 4159
407 Clinton St.
Delaware City, DE 19706

Dear Mr. Cathcart:

On behalf of Nickle Insurance Agency, Inc., I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. We understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C & D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, and many other public and private ventures and investments.

Nickle Insurance Agency, Inc. has its primary office located in Delaware City since 1934 and draws many clients from across Delaware to the Delaware City area. We believe firmly that a revitalization effort is of great benefit to the City, our business, and our clients. As a downtown stakeholder, we share the City's vision of preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown where people want to live, work, and explore, and becoming a regional hub for ecotourism, history and the arts.

We fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me.

Sincerely,

Nickle Insurance Agency, Inc.

Henry B. Nickle, President

NICKLE INSURANCE AGENCY, INC.

NICKLE

REAL ESTATE INC.

119 Washington St., P.O. Box 4080
Historic Delaware City, DE 19706

Sales • Rentals • Multi-List

Telephone: (302) 834-1233
1-800-564-9995
Fax: (302) 836-3340

December 12, 2016

Mr. Richard C. Cathcart, City Manager
City of Delaware City
P.O. Box 4159
407 Clinton St.
Delaware City, DE 19706

Dear Mr. Cathcart:

On behalf of Nickle Real Estate, Inc., I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. We understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C & D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk Initiative, and many other public and private ventures and investments.

Nickle Real Estate, Inc. has its real estate sales and rental office located in Delaware City and draws many prospective owners and tenants to the Delaware City area. We believe firmly that a revitalization effort is of great benefit to the City, our business, and our prospects and clients. As a downtown stakeholder, we share the City's vision of preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown where people want to live, work, and explore, and becoming a regional hub for ecotourism, history and the arts.

We fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me.

Sincerely,

Nickle Real Estate, Inc.

Henry E. Nickle, President



Delaware Holding, LLC

December 18, 2016

Richard Cathcart, City Manager
Delaware City
P.O. Box 4159
407 Clinton St.
Delaware City, DE 19706

Dear Mr. Cathcart:

On behalf of **Delaware Holding, LLC.**, I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. We understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C&D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, and many other public and private ventures and investments.

Delaware Holding, LLC owns and manages several investment properties in the downtown district. We hope to expand our investing in the district and this designation will ensure our future commitment. As a downtown stakeholder, we share the City's vision of preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown where people want to live, work, and explore, and becoming a regional hub for ecotourism, history and the arts.

We fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me.

Sincerely,

Kevin Whittaker
Managing Member

Whittaker Brothers, Inc

December 18, 2016

Richard Cathcart, City Manager
Delaware City
P.O. Box 4159
407 Clinton St.
Delaware City, DE 19706

Dear Mr. Cathcart:

On behalf of **Whittaker Brothers, Inc.**, I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. We understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C&D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, and many other public and private ventures and investments.

Whittaker Brothers Inc. has developed real estate and revitalized existing historic properties in the downtown district for many years. We hope to expand our investing in the district and this designation will ensure our future commitment. As a downtown stakeholder, we share the City's vision of preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown where people want to live, work, and explore, and becoming a regional hub for ecotourism, history and the arts.

We fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me.

Sincerely,

Kevin Whittaker
President

December 16, 2016

Richard Cathcart, City Manager
Delaware City
P.O. Box 4159
407 Clinton St.
Delaware City, DE 19706

Dear Mr. Cathcart:

On behalf of Wiso's Crabs & Seafood, I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. We understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

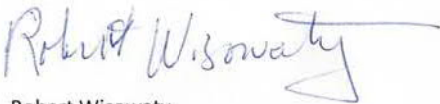
The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C & D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, and many other public and private ventures and investments.

We share the City's vision of preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown where people want to live, work, and explore, and becoming a regional hub for ecotourism, history and the arts.

We fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me.

Sincerely,



Robert Wisowaty
Owner - Wiso's Crabs & Seafood

BUSINESS PHONE: 302.836.9336
FAX: 302.836.9126



ORGANIZED MARCH 17, 1887
WWW.DCFC15.COM

DELAWARE CITY FIRE COMPANY, NO. 1, INC.
815 5TH STREET
P.O. BOX 251
DELAWARE CITY, DELAWARE 19706-0251

December 19, 2016

Mr. Richard Cathcart, City Manager
City of Delaware City
P.O. Box 4159
407 Clinton Street
Delaware City, DE 19706

Dear City Manager Cathcart:

On behalf of the Officers and Members of the Delaware City Fire Volunteer Fire Company, I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. We understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C & D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, and many other public and private ventures and investments.

As an avid supporter, we share the City's vision of preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown where people want to live, work, and explore, and becoming a regional hub for ecotourism, history and the arts.

We fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Waldemar W. Poppe Jr.", written over the printed name.

Waldemar W. Poppe Jr.
Fire Chief



DELAWARE CITY LIONS CLUB
"The Friendly Club"
P. O. Box 338
Delaware City, DE 19706

December 19, 2016

Mr. Richard Cathcart, City Manager
City of Delaware City
P.O. Box 4159
407 Clinton Street
Delaware City, DE 19706

Dear City Manager Cathcart:

On behalf of the Delaware City Lions Club, I am pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. We understand that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings, and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City, and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, which we are especially proud of. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C&D Canal Trail, the forthcoming Fort DuPont redevelopment, the Take a Walk initiative, and many other public and private ventures and investments.

As an avid supporter, we share the City's vision of preserving and enriching its maritime heritage, creating a more healthy and vibrant downtown where people want to live, work, and explore, and becoming a regional hub for ecotourism, history and the arts.

We fully support your application for NBBF funding towards obtaining DDD designation, and look forward to partnering with you in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me.

Sincerely,

Tammy K. Poppe
President



DELAWARE CITY MARINA

302 Canal Street • P.O. Box 278
Delaware City, Delaware 19706

Phone (302) 834-4172
Fax (302) 834-5187

December 19, 2016

Richard Cathcart, City Manager
Delaware City
P.O. Box 4159
407 Clinton St.
Delaware City, DE 19706

Dear Mr. Cathcart:

On behalf of Delaware City Marina, we are pleased to offer our support of Delaware City's application for funding from the Neighborhood Building Blocks Fund. Delaware City Marina understands that the funding will assist in the preparation of a plan and application towards seeking Downtown Development District (DDD) designation by the State. We believe that the plan and designation will play an essential role in the City's ongoing and comprehensive downtown revitalization efforts.

The City needs additional development strategies and incentives, vetted by residents, business owners and stakeholders, which will empower our community towards overcoming its downtown challenges. These challenges include aging buildings and infrastructure, high cost to preserve historic buildings and many storefront vacancies. They also include a disproportionate number of families that live at or below the poverty line, low number of residents that work in the City and poor access to healthy foods and healthcare facilities. The strategies and incentives will help overcome these challenges by leveraging the downtown's key strengths and opportunities towards fostering community and economic development and energizing civic pride. The strategies and incentives will continue the momentum of the many recent and ongoing downtown improvements and initiatives, of which we are especially proud. These include the Clinton Street streetscape, the Canal Promenade, connecting the downtown to the Mike Castle C& D Canal Trail, the forthcoming Fort DuPont redevelopment, the "Take a Walk" initiative, and many other public and private ventures and investments.

Annually, Delaware City Marina docks between 800-1000 visiting boats traveling the east coast. As a result, Delaware City Marina has captured more than 10,000 guest experiences. The marina has a compendium of the good, the bad and the ugly. Working towards a integrated master plan for the improvement and evolution of the Delaware City is vital staying a competitive port town into the 21st Century. Promoting our maritime heritage and historic district is important. However Delaware City must also evolve to attract today's tech-savvy entrepreneurs. I think the NBBF application is a first step.

Mr. Richard Cathcart

December 13, 2016

Page two

As a downtown stakeholder, Delaware City Marina shares the City's vision of preserving and enriching its maritime heritage, creating a healthier and vibrant downtown where people want to live, work and explore; elevating Delaware City to a regional hub for ecotourism, history and the arts.

Delaware City Marina fully supports the city's application for NBBF funding towards the DDD designation. Main Street Delaware City Inc looks forward to partnering with the city in this worthy endeavor.

If you need further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Elizabeth Konkus". The signature is fluid and cursive, with the first name "Elizabeth" written in a larger, more prominent script than the last name "Konkus".

Elizabeth Konkus

Managing Member

Maritime Delaware LLC dba

Delaware City Marina

DRAFT INCENTIVE ORDINANCES

"A Historic Past"



"A Bright Future"

CITY OF DELAWARE CITY

407 Clinton Street - P.O. Box 4159
Delaware City, Delaware 19706
302-834-4573

ORDINANCE 19-0508-01

**AN ORDINANCE AMEND CHAPTER 46-147 OF THE DELAWARE CITY CODE
RELATING TO THE SCHEDULE OF FEES TO REDUCE BUILDING PERMIT FEES
FOR NEW RESIDENTIAL AND/OR COMMERCIAL DEVELOPMENT ON
PROPERTY LOCATED WITHIN THE DOWNTOWN DEVELOPMENT DISTRICT**

WHEREAS, pursuant to Article V, Section 5-02(A) of The City of Delaware City Charter ("Charter"), and pursuant to the "Powers of the City," outlined in Article II, § 2-1 of the Charter, the Mayor and the Council of The City of Delaware City ("City Council") possess the authority to adopt, amend, modify, or repeal The City of Delaware City Code ("Code");

WHEREAS, under the Downtown Development Districts Act, 22 *Del.C.* §§ 1901 *et seq.* (the "Act"), the State of Delaware may designate districts within Delaware's cities, towns, and unincorporated areas that will qualify for significant development incentives and other State benefits; and

WHEREAS, a portion of the City of Delaware City (the "City") was designated as a Downtown Development District ("DDD") on _____, 2019; and

WHEREAS, as a condition of said designation, the City committed to enacting various "local incentives" to help achieve the purposes set forth in the Act; and

WHEREAS, one of the local incentives included in the City's application to receive the DDD designation involved reducing the building permit fees for new development, redevelopment or rehabilitation of existing structures on properties within the DDD;

NOW, THEREFORE, the Mayor and City Council believe this amendment is in the best interest of the City and necessary to enhance the health, safety, and welfare of the City of Delaware City and to promote new development, the Mayor and the City Council of The City of Delaware City hereby ordain and adopt the following Code changes and revisions:

Section 1. Amendment. Chapter 46-147 of the Delaware City Code entitled “Schedule of Fees” is hereby amended by adding the following two “Fee Types” and “Fees” to the chart of fees payable to the City of Delaware City:

Application for Building Permits in the R-1, C-1L, C-2 or C-1M Zoning Districts located within the Downtown Development District.	The greater of (a) \$100 or (b) 2% of anticipated costs of construction.
Application for Building Permits in the (C-1) Zoning District located within the Downtown Development District.	The greater of (a) \$100 or (b) 1.5% of anticipated costs of construction.

Section 2. Validity. The fee reductions described in Section 1. above shall remain valid for only as long as the City’s DDD Program remains certified by the State of Delaware.

Section 3. Severability. The provisions of this Ordinance shall be severable. If any provisions of this Ordinance are found by any court of competent jurisdiction to be unconstitutional or void, the remaining provisions of this Ordinance shall remain valid, unless the court finds that the valid provisions of this Ordinance are so essentially and inseparably connected with, and so dependent upon, the unconstitutional or void provision that it cannot be presumed that City Council would have enacted the remaining valid provisions without the unconstitutional or void provision; or unless the court finds that the remaining valid provisions, standing alone, are incomplete and incapable of being executed in accordance with City Council’s intent.

Section 4. Effective Date. This Ordinance shall become effective immediately upon passage.

(Signature Page Follows)

ADOPTED BY THE MAYOR AND COUNCIL, this ____ day of _____, 2019.

ATTEST:

City Secretary

Mayor

APPROVED AS TO FORM:

Council Member

City Solicitor

Council Member

Council Member

Council Member

Council Member

First Reading on _____,

Second Reading, Public Hearing, and Final Passage on _____.

"A Historic Past"



"A Bright Future"

CITY OF DELAWARE CITY

407 Clinton Street - P.O. Box 4159
Delaware City, Delaware 19706
302-834-4573

ORDINANCE 19-0508-02

**AN ORDINANCE AMEND CHAPTER 3 OF THE DELAWARE CITY CODE
RELATING TO TAXATION TO ENACT (A) A CITY PROPERTY TAX ABATEMENT
FOR NEW RESIDENTIAL AND/OR COMMERCIAL DEVELOPMENT ON
PROPERTY LOCATED WITHIN THE DOWNTOWN DEVELOPMENT DISTRICT
AND (B) A CITY REALTY TRANSFER TAX WAIVER FOR CERTAIN RENTAL
PROPERTIES**

WHEREAS, pursuant to Article V, Section 5-02(A) of The City of Delaware City Charter ("Charter"), and pursuant to the "Powers of the City," outlined in Article II, § 2-1 of the Charter, the Mayor and the Council of The City of Delaware City ("City Council") possess the authority to adopt, amend, modify, or repeal The City of Delaware City Code ("Code");

WHEREAS, under the Downtown Development Districts Act, 22 *Del.C.* §§ 1901 *et seq.* (the "Act"), the State of Delaware may designate districts within Delaware's cities, towns, and unincorporated areas that will qualify for significant development incentives and other State benefits; and

WHEREAS, a portion of the City of Delaware City (the "City") was designated as a Downtown Development District ("DDD") on _____, 2019; and

WHEREAS, as a condition of said designation, the City committed to enacting various "local incentives" to help achieve the purposes set forth in the Act; and

WHEREAS, one of the local incentives included in the City's application to receive the DDD designation involved abating property taxes for new residential and/or commercial development on properties within the DDD;

WHEREAS, the Mayor and City Council of Delaware City desire to amend Chapter 3 of the Delaware City Code to implement a property tax abatement program for new residential and/or commercial development properties within the DDD pursuant to the terms and conditions as set forth herein.

WHEREAS, the Mayor and City Council of Delaware City also desire to amend Chapter 3 of the Delaware City Code to implement a program allowing for the waiver of the City's realty

transfer tax for any residential rental property within the DDD that is conveyed to a property owner that will reside in the premises for a period of at least five (5) years.

NOW, THEREFORE, the Mayor and City Council believe this amendment is in the best interest of the City and necessary to enhance the health, safety, and welfare of the City of Delaware City, to promote new development and to encourage owner occupied residences, the Mayor and the City Council of The City of Delaware City hereby ordain and adopt the following Code changes and revisions:

Section 1. Amendment. Chapter 3 of the Delaware City Code entitled "Taxation" is hereby amended to add a new Article III which shall be entitled and provide as follows:

Article III. Downtown Development District Tax Abatement and Realty Transfer Tax Waiver.

3-32 Tax Abatement

- (a) The City shall abate all City property taxes for land and buildings for property on which new residential and/or commercial development occurs under the following conditions:
 - i. The value of the new development is greater than \$25,000 (which shall be based on "eligible expenses" as defined in the Delaware State Housing Authority Guidelines for the DDD Program); and
 - ii. The improvements meet the definition of a Qualified Real Property Investment as defined in 22 *Del.C.* §§ 1901 *et seq.*; and
 - iii. The property is within the DDD boundary as depicted in the DDD Plan dated July, 2018 prepared by AECOM and accepted by the Mayor and City Council at their July 16, 2018, and as may be amended from time to time; and
 - iv. The owner/applicant must not be delinquent on any obligations to the City; and
 - v. The new development is completed in accordance with all City requirements.
- (b) To be qualified as new development, the property must have had a building assessment of \$0 prior to the new development.
- (c) The abatement shall be for a 3-year period beginning the first tax year following completion of the improvements as certified by the City.

- (d) The abatement program described herein shall remain valid for only as long as the City's DDD program remains certified by the State of Delaware.

3-33 Waiver Delaware City Real Property Transfer Tax

- (a) The City shall waive its portion of any real estate property tax transfer tax due upon the sale of any property within the DDD which being used as a rental property at the time of the transfer under the following conditions:
 - i. The property is within the DDD boundary as depicted in the DDD Plan dated July, 2018 prepared by AECOM and accepted by the Mayor and City Council at their July 16, 2018 meeting, and as may be amended from time to time; and
 - ii. The owner must not be delinquent on any obligations to the City; and
 - iii. The purchaser of the property shall certify to the City that they intend to reside at the property for a period of at least five (5) years from the date of closing.
- (b) In the event that purchaser fails to reside at the property for the required five (5) year period, any previously waived real property transfer tax shall be immediately due and payable to the City.
- (c) The transfer tax waiver program described herein shall remain valid for only as long as the City's DDD program remains certified by the State of Delaware.

Section 2. Severability. The provisions of this Ordinance shall be severable. If any provisions of this Ordinance are found by any court of competent jurisdiction to be unconstitutional or void, the remaining provisions of this Ordinance shall remain valid, unless the court finds that the valid provisions of this Ordinance are so essentially and inseparably connected with, and so dependent upon, the unconstitutional or void provision that it cannot be presumed that City Council would have enacted the remaining valid provisions without the unconstitutional or void provision; or unless the court finds that the remaining valid provisions, standing alone, are incomplete and incapable of being executed in accordance with City Council's intent.

Section 3. Effective Date. This Ordinance shall become effective immediately upon passage.

(Signature Page Follows)

ADOPTED BY THE MAYOR AND COUNCIL, this ____ day of _____, 2019.

ATTEST:

City Secretary

Mayor

APPROVED AS TO FORM:

Council Member

City Solicitor

Council Member

Council Member

Council Member

Council Member

First Reading on _____,

Second Reading, Public Hearing, and Final Passage on _____.

DDD RESOLUTION

"A Historic Past"



"A Bright Future"

CITY OF DELAWARE CITY

407 Clinton Street - P.O. Box 4159
Delaware City, Delaware 19706
302-834-4573

RESOLUTION 19-0508-01

Resolution in Support of Application for Designation as a Downtown Development District

WHEREAS, under the Downtown Development Districts Act of 2014, 22 Del. C. §1901 et. seq. ("the Act"), the State may designate districts within Delaware's cities, towns and unincorporated areas that will qualify for significant development incentives and other State benefits; and

WHEREAS, these districts are to be known as Downtown Development Districts ("Districts"); and

WHEREAS, the State is accepting applications for the designation of the third round of Districts, with such applications being due on May 15, 2019; and

WHEREAS, under the Act, each applicant must submit a plan that includes the boundaries of, and a detailed planning and development strategy for, the proposed District (the "District Plan"); and

WHEREAS, under the Act, each applicant must also propose incentives and address local economic and community conditions that will help achieve the purposes set forth in the Act ("the Local Incentives"); and

WHEREAS, if an application is successful and the City of Delaware City receives District designation, the Local Incentives proposed by an applicant shall be binding upon the applicant; and

WHEREAS, the incentives associated with designation as a Downtown Development District would greatly benefit current and future residents, businesses, non-profit organizations and others within the City of Delaware City; and

WHEREAS, the City Council of the City of Delaware City strongly believes that it is in the best interest of the City of Delaware City to apply for the District designation; and

NOW, THEREFORE, BE IT RESOLVED, by the City of Delaware City that:

1. The City Council supports the application for Designation as a Downtown Development District prepared by its City Planning Consultant AECOM dated May 15, 2019 based on the plan approved unanimously by City Council in a motion made July 16, 2018.
2. The City of Delaware City appoints the Acting City Manager and his successor to serve as "District Administrator" (the "Administrator") to file the application working with AECOM on behalf of the City, and to provide such other documents and information as may be necessary or desirable in connection with the Application.
3. If the Application is successful and the City of Delaware City receive notice that it has been selected for designation as a District:
 - a. The City shall adhere to the District Plan and the Local Incentives contained in the Application for the duration of the District designation; and
 - b. The Acting City Manager or his successor is authorized to execute such documents and enter in such agreements as may be necessary or desirable in connection with the Downtown Development Districts program and the rights and obligations of the City of Delaware City thereunder; and
 - c. The Acting City Administrator or his successor, or his/her designee(s) serving as Administrator, is authorized to carry out all District administrative and reporting requirements on behalf of the City of Delaware City for the duration of the District.

This resolution is passed on this 8th day of May, 2019 by the City Council of the City of Delaware City.

(Signature Page Follows)

ADOPTED BY THE MAYOR AND COUNCIL, this 8th day of MAY, 2019.

ATTEST:

Brianna J. Ireland
City Secretary

Robert J. Malinowski
Mayor

APPROVED AS TO FORM:

Max Waskus
City Solicitor

Margaret C. Lites
Council Member

John J. Smith
Council Member

Robert J. Malinowski
Council Member

Beth Kankus
Council Member

Sam Hill
Council Member